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ABSTRACT

This report looks at age/time-related data for the teaching force in Illinois public schools now and as they are likely to be in the year 2000. The report also includes a description of reentering teachers and an assessment of the current status of, and future need for, administrative/supervisory personnel. The report answers the following questions: (1) Will the teaching force increase in number in the closing years of the 1990s? (2) Has the teaching force aged significantly in recent years? (3) How will the teaching force change agewise by the turn of the century? (4) What differences are there in the changes that will be unique to Chicago and to downstate? (5) Will there be shortages of teachers or administrators in the foreseeable future? and (6) What are the positive and negative aspects of the changes expected to occur among teachers and administrators by the year 2000? (JD)

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BACK TO THE FUTURE -- ILLINOIS SCHOOL PERSONNEL IN THE YEAR 2000

ILLINOIS STATE BOARD OF EDUCATION
Office of Management and Policy Planning
Research and Evaluation

November 1989

Thomas Lay Burroughs, Chairman
State Board of Education

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State Superintendent of Education

SP 032 079

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FOREWORD

The aging of the Illinois public school teaching force has been observed for at least the past 10-15 years. In order to assess the impact this aging might have on the composition of the teaching force entering the 21st Century and to better inform those concerned with educational policies and planning at local and state levels, this report of basic demographics was prepared by Dr. William L. Humm and Dr. Richard Yong, Research and Evaluation, State Board of Education.

Inquiries regarding this report should be directed to Research and Evaluation. The interpretations and conclusions expressed herein have been prepared by staff and do not necessarily reflect the position or policy of the State Board of Education.

Robert Leininger
State Superintendent of Education

BACK TO THE FUTURE -- ILLINOIS SCHOOL PERSONNEL IN THE YEAR 2000

In August 1987, the State Board of Education directed its staff to prepare a series of special reports examining what the social, economic and demographic future holds for Illinois and how anticipated changes might impact the educational system. The report which follows, Back to the Future -- Illinois School Personnel in the Year 2000, is the forth and final report of a series which has included Illinois School Enrollment Now and in the Year 2000 (trends and projections of public school enrollment), Illinois: The State and Its Educational System (general demographics for Illinois within a national perspective; a report by Harold L. Hodgkinson of the Center for Demographic Policy of the Institute for Educational Leadership, Inc.), and Illinois Teacher Supply and Demand, 1986-87 (a 1989 study of the supply of and demand for teachers, with particular focus on minority representation in the teaching force). These reports were prepared to complete a Board objective established at its annual work conference in 1987 for FY89 "to develop an understanding and appreciation of the social, economic, demographic and political conditions (both present and future) which may have a significant effect on education."

Today more than 103,000 teachers are employed in Illinois public elementary and secondary schools. More than half are over age 40 (as of July 1, 1989); one in nine is over age 55. More than 21% teach in the Chicago Public Schools, and these teachers are on average 4 years older than those downstate.

These basic facts provide the backdrop for this report on an analysis of the current demographics of the Illinois teaching force and of projections of what that teaching force will be like in the year 2000. Included also in this report is a description of reentering teachers and an assessment of the current status of, and future need for, administrative/supervisory personnel.

The report answers these questions:

1. Will the teaching force increase in number in the closing years of the 1990's?

2. Has the teaching force aged significantly in recent years?

3. How will the teaching force change agewise by the turn of the century?

4. What differences are there in the changes that will be unique to Chicago? . . . unique to downstate?

5. Will there be shortages of teachers or of administrators in the foreseeable future?

6. What are the positive aspects to the changes expected to occur among teachers and administrators by the year 2000? . . . what are the negative aspects?

I. THE ILLINOIS PUBLIC SCHOOL TEACHING FORCE IN THE YEAR 2000

Aging is an immutable factor in the study of the demographics of groups. If other factors influencing the group composition over time tend to be relatively uniform and predictable, aging becomes a major factor in projecting future group characteristics. It can be a critical element in decisions about future planning of major corporations and international businesses. It is no less significant in future planning in the educational enterprise of public schooling. This report looks at age/time-related data for the teaching force in Illinois public schools now -- and as they are likely to be in the year 2000.

In Retrospect. . .

Past State Board reports have focused periodically on findings from surveys of the status of the teacher supply and demand situation statewide (ISBE 1988, 1987, and 1985, and prior years). In addition, there is annual tabulation of the average pay for teachers and administrators -- which in the past four years has appeared in the School Report Card -- and prior to that and continuing to the present in the annual Teacher Salary Schedule and Policy Studies and the Statistical Profiles of Illinois School Administrators (ISBE 1989, 1988, 1987 and prior years).

A 1989 ISBE report on downstate teacher turnover for the period 1973-74 through 1985-86 revealed that the annual rate of turnover in downstate schools had decreased from 10% to 6% (ISBE, 1989). A 1987 ISBE report on teacher trends and traits looked at the data on gender and minority representation of students enrolled in the study of education and compared their characteristics with those of the then current teaching force. It concluded that there was more difference between the proportion of minority teachers in the current teaching force and the proportion of minority students in the total public school enrollment than between the former and the proportion of minority students enrolled in the study of education (ISBE 1987).

A summary of related findings from these studies is:

* A smaller percent of downstate teachers are leaving teaching now than in the 70's.

* Minority representation among the teaching force continues to be lower than minority representation among the student population.

* Minority representation among those preparing to teach is lower than among those currently teaching.

* Female teachers outnumber male teachers by more than 2 to 1 -- and at the elementary level by more than 3 to 1.

Looking Back to the 70's . . .

Projection of the teacher data to the year 2000 basically involves a look back, a look at the present, and a calculated look forward. Comparative data for the years 1977-78, 1988-89 and a middle year of 1982-83 are displayed in Table 1 for six teacher groups. These data provide essential references for the projection to the year 2000.

Table 1. ILLINOIS PUBLIC SCHOOL TEACHERS, SELECTED CHARACTERISTICS

Part 1. Downstate (All Except Chicago)

1977-78	Number	Percent Female	Percent Minority	Median Age	Median Yrs Exp	% Adv. Degree	Median Salary	% Over Age 55
Elem	42,283	77.3	4.5	35.0	9.0	25.4	13,710	10.8
H.S.	26,068	39.4	2.7	34.8	10.0	52.9	15,550	6.2
Spec Ed	7,874	83.9	4.6	28.7	5.0	33.3	12,432	4.9
All	76,225	65.0	4.5	34.2	9.0	35.6	14,155	8.6
1982-83								
Elem	44,974	76.3	6.1	38.8	13.0	33.4	20,500	---
H.S.	24,828	39.5	3.1	38.8	14.0	58.2	23,539	---
Spec Ed	11,438	87.5	4.9	31.8	7.0	42.8	18,250	---
All	81,240	66.6	5.0	37.7	12.0	42.3	20,892	---
1988-89								
Elem	45,623	79.0	6.1	42.3	15.0	37.4	27,556	10.6
H.S.	23,107	42.2	3.5	42.7	17.0	60.8	32,646	8.5
Spec Ed	12,574	88.6	5.0	36.6	10.0	45.6	25,200	5.1
All	81,304	70.0	5.2	41.7	15.0	45.3	28,250	9.1

Part 2. Chicago

1977-78	Number	Percent Female	Percent Minority	Median Age	Median Yrs Exp	% Adv. Degree	Median Salary	% Over Age 55
Elem	13,431	80.0	n.a.	37.5	11.0	26.0	19,610	8.8
H.S.	6,343	49.7	n.a.	37.5	11.0	34.2	20,585	8.5
Spec Ed	3,327	79.5	n.a.	33.6	7.0	32.3	17,854	5.1
All	23,101	71.6	n.a.	37.0	10.0	29.2	19,610	8.6
1982-83								
Elem	12,148	80.8	57.0	42.4	14.0	35.9	27,283	---
H.S.	5,379	47.0	41.7	43.1	16.0	45.3	27,283	---
Spec Ed	3,395	80.4	50.9	38.6	10.0	46.1	24,881	---
All	20,922	72.0	52.1	42.1	14.0	39.9	27,283	---
1988-89								
Elem	12,579	81.1	61.0	45.3	17.0	38.3	36,236	18.8
H.S.	5,743	49.2	47.3	46.6	19.0	45.6	36,236	18.3
Spec Ed	3,524	81.7	54.0	42.4	14.0	53.1	36,236	15.2
All	21,846	72.8	56.3	45.4	17.0	42.6	36,236	18.1

Note: Numbers reflect those employed 100% time.

The data indicate that there has been no significant change in the proportion of downstate teachers over the age of 55 since the late 70's, even though the median age of these teachers has risen by 7.5 years (from 34 to almost 42). In this same time period, however, the percent of Chicago teachers over age 55 has doubled (from less than 9% to more than 18%), while the median age of these teachers has increased by 8 years (from 37 to over 45).

The most striking change in the downstate teaching force has been the increase in the proportion of special education teachers from 10.3% in 1978 to 15.5% in 1989. While the number of high school teachers fell by 3,000 during this same period, the number of elementary teachers increased by 3,300, and the number of special education teachers increased by almost 5,000. In Chicago, the proportion of special education teachers went from 14.4% to 16.1%.

The proportion of downstate minority teachers remains small. The percent of minority teachers has edged up only slightly from just under 5% to just over 5% since 1978.

About 5% of the teachers employed in a given year have reentered teaching that year, having taught previously, but not in the prior year.

Characteristics of Reentering Teachers

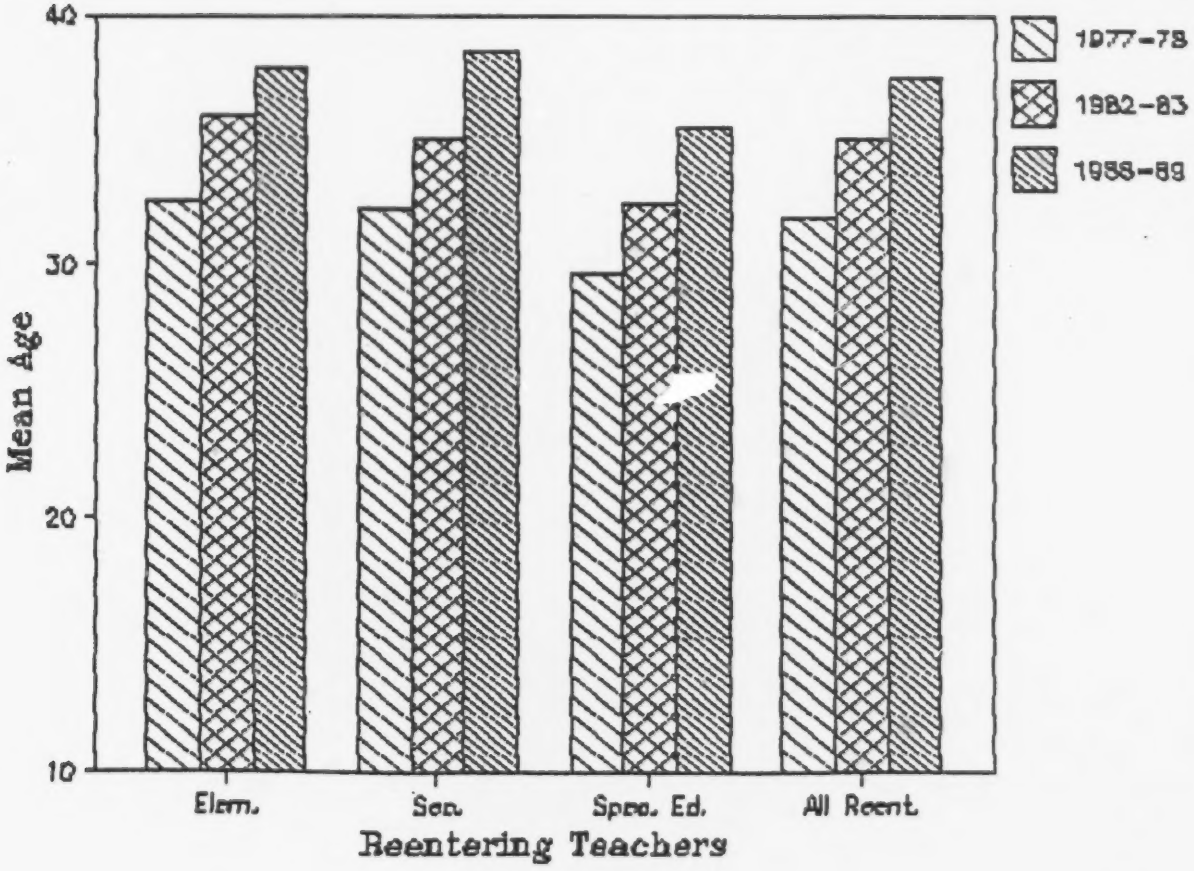
The majority (60%) of the 8,400 teachers hired each year have had prior experience. Often referred to as "reentering teachers," they are defined in this report as teachers who have taught in the past and have left teaching for at least one year, and have subsequently returned to teaching (see Tables 2, 3, and 4).

About 25% of reentering teachers have had out-of-state teaching experience; some may have also had teaching experience in Illinois.

Among the 1988-89 reentering teachers who had their services with Illinois public schools terminated between 1978-79 and 1987-88, 24.5% left because of child care/pregnancy, 15.5% because of domestic responsibilities/relocation, and 14.3% because their positions had been elimination (see Table 5 for other reasons for termination). Thus, teachers returning from child care/pregnancy represent the largest single group of reentering teachers, boosting the proportion of female reentering teachers. Whiles females made up 70% of the downstate teaching force in 1988-89, they accounted for nearly 82% of reentering teachers.

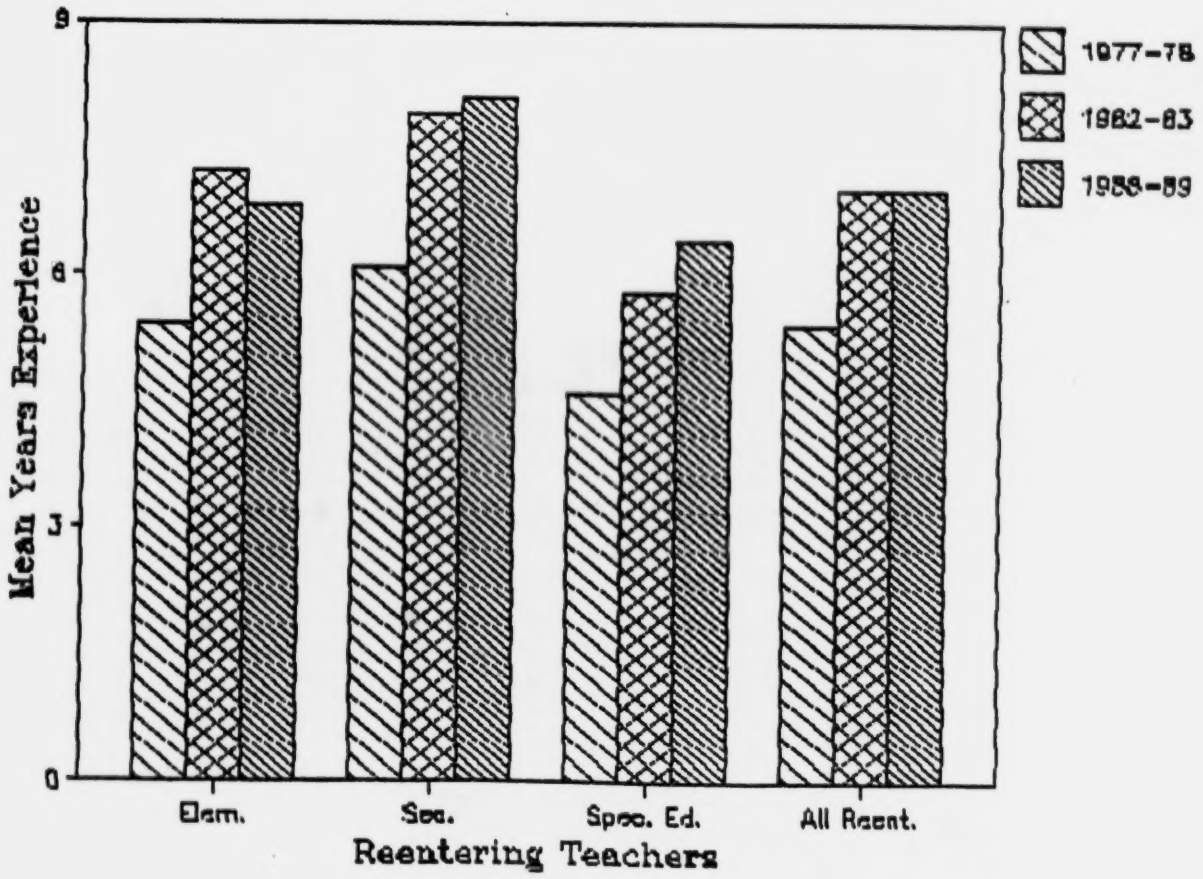
As with the total public school teaching force, teachers reentering the profession each year are increasingly older. The average age of these reentering teachers increased from 35 years in 1982-83 to 37.5 years in 1988-89. Reentering elementary and high school teachers are generally older than special education teachers by about 2-3 years. Reentering teachers in Chicago are likewise older than their counterparts in downstate Illinois by about 3 years. The mean age of reentering teachers in downstate Illinois increased from 31.9 years in 1977-78 to 36.7 years in 1988-89. In Chicago, the mean age of reentering teachers increased from 38.3 years in 1982-83 to 39.7 years in 1988-89.

Graph 1. Mean Age of Reentering Teachers



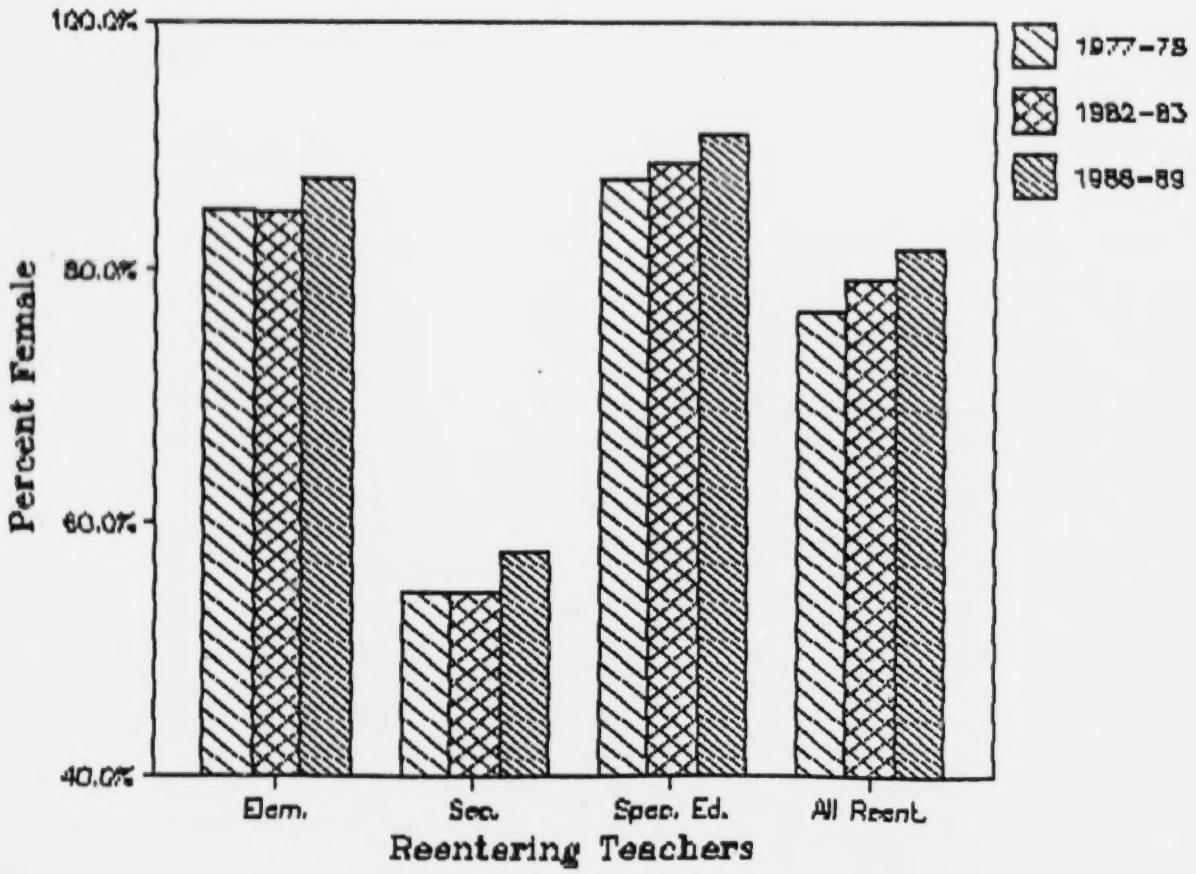
As reentering teachers have aged, there has been a slight increase in their average years of teaching experience in Illinois, so that in 1988-89, the average experience of reentering teachers was 7 years. This increase in experience was accounted for primarily by an increase in teaching experience of reentering teachers in downstate Illinois, where the mean years experience went from 5.4 in 1977-78 to 7.2 in 1988-89. Mean years experience of reentering teachers in Chicago Public Schools did not increase, but in fact declined from 7 in 1982-83 to 6.2 in 1988-89.

Graph 2. Mean Years Experience of Reentering Teachers



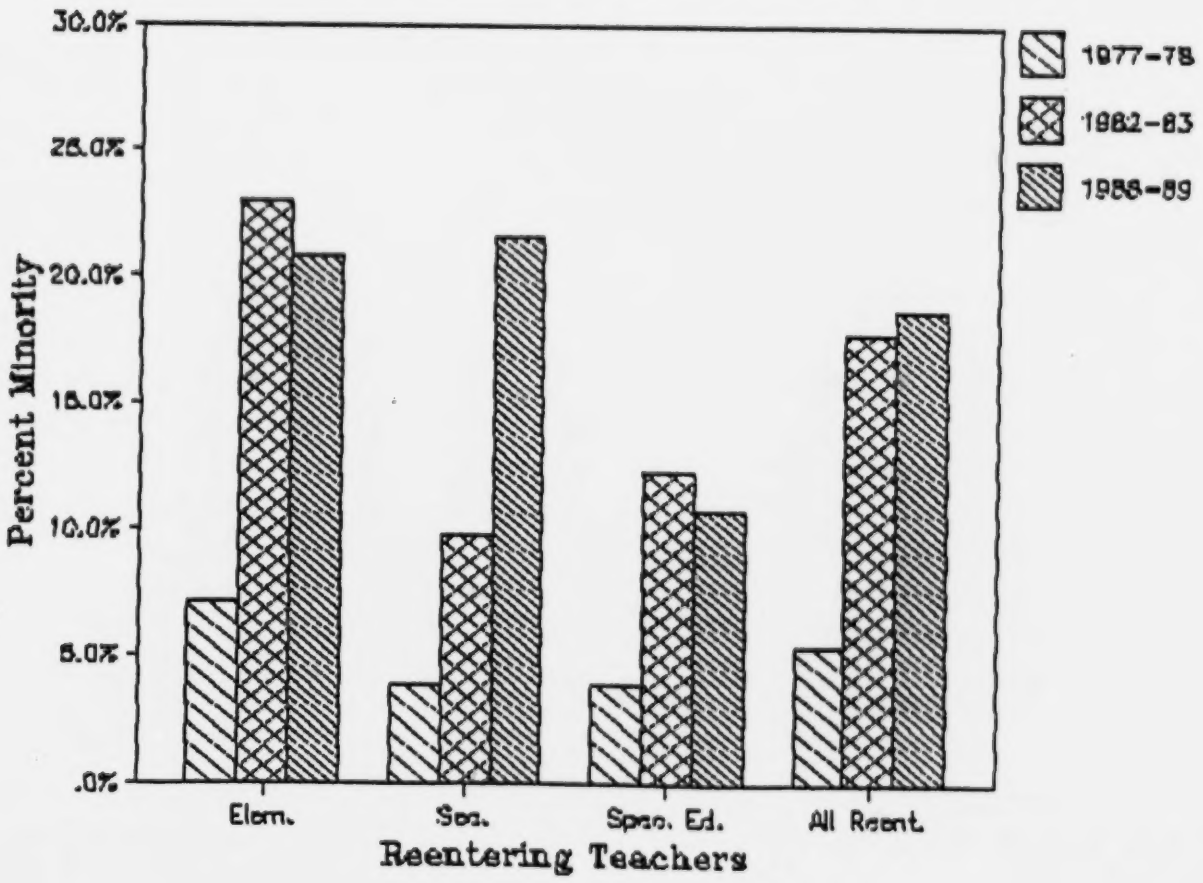
School districts are hiring slightly higher proportions of female teachers from the reserve pool now than in 1978 (76.8% -- 1977-78 vs. 81.9% -- 1988-89). This increase is attributed mainly to increases in female reentering teachers in downstate Illinois, from 76.8% in 1977-78 to 84.8% in 1988-89. In contrast, the proportion of female reentering teachers has declined in Chicago by 5 percentage points in the past 6 years. Among all reentering teachers, special education had the highest proportion of females -- 91.0%, followed by elementary with 87.4% and high school with 57.8%.

Graph 3. Female Representation Among Reentering Teachers



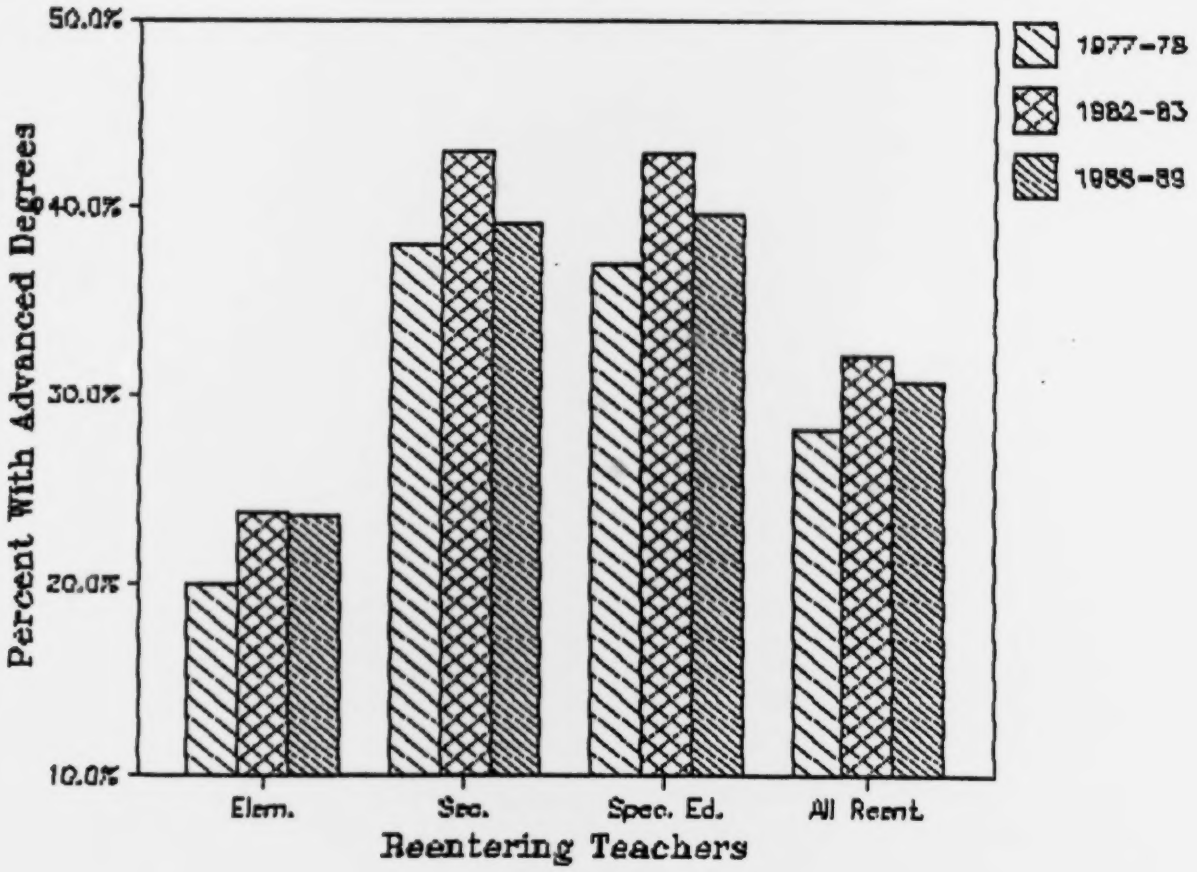
Minority representation among reentering teachers has remained relatively unchanged in the last decade. Minorities make up between 5% to 6% of the reentering teachers in downstate Illinois, while in Chicago they account for over 55%. Statewide, minorities account for 18.7% of all reentering teachers, about 20% of the elementary and high school reentering teachers, and about 11% of special education reentering teachers. (In 1988-89, minorities represented 18.0% of the total elementary teaching force, 12.3% of the total high school teaching force, and 15.9% of the total special education teaching force.)

Graph 4. Minority Representation Among Reentering Teachers



Although experienced teachers reentering Illinois public school districts now may be older and have more teaching experience than reentering teachers in the early 80's (at least in downstate Illinois), they do not have correspondingly higher academic qualifications. Approximately 31% of all reentering teachers had advanced degrees in 1988-89; over 39% of the reentering high school and special education teachers had advanced degrees compared to 23.7% for elementary teachers. The proportion of reentering teachers with advanced degrees in downstate Illinois was higher than that in Chicago by several percentage points (32.3% compared to 26.0%).

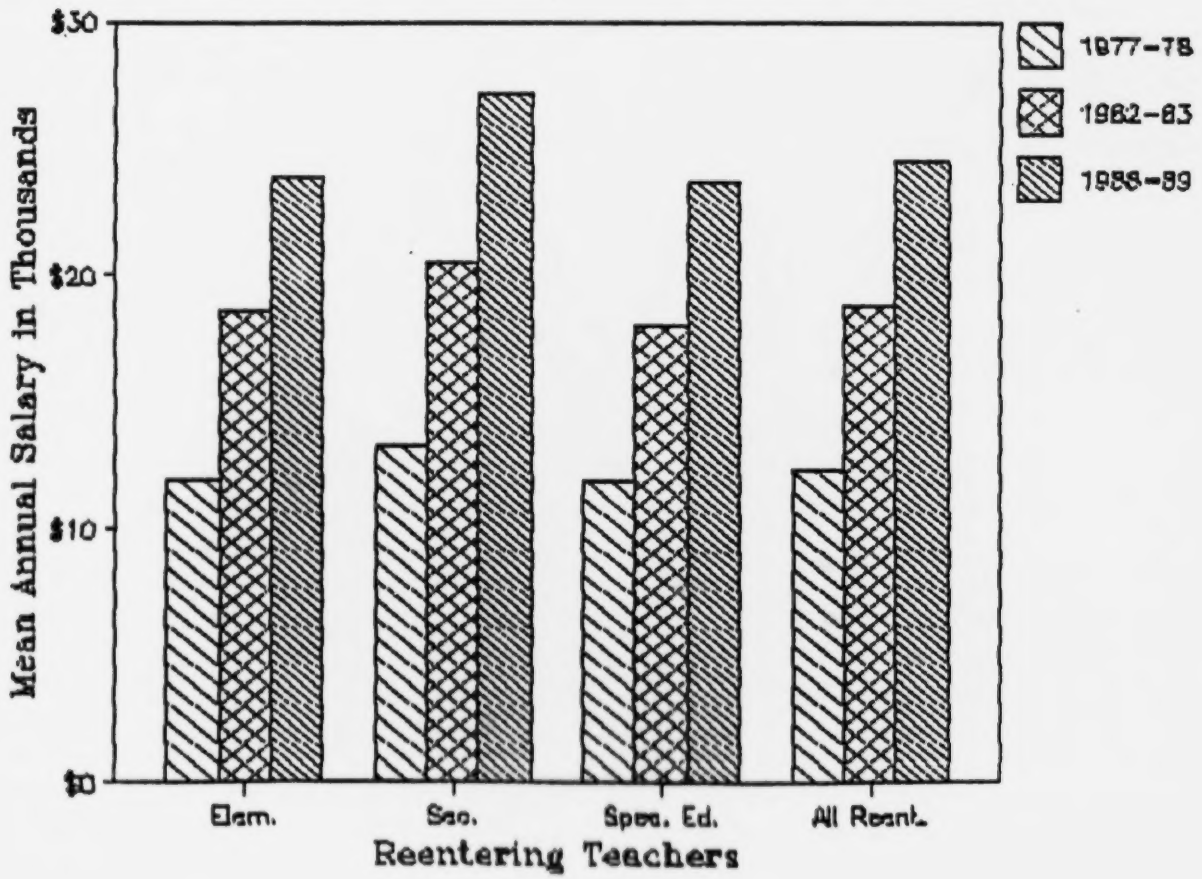
Graph 5. Academic Qualifications of Reentering Teachers



Experienced teachers entering Chicago Public Schools earn higher salaries than their counterparts entering downstate schools. While the mean salary for reentering teachers increased from $20,827 in 1982-83 to $26,268 in 1988-89 in Chicago; downstate, the mean salary for reentering teachers increased from $18,266 to $23,933.

After adjusting for inflation, the salaries of reentering teachers have remained generally stable over the last decade. In 1988-89, reentering special education teachers earned higher salaries than elementary or secondary teachers in Chicago Public Schools, while reentering secondary teachers earned higher salaries than elementary or special education teachers in downstate Illinois.

Graph 6. Mean Annual Salary of Reentering Teachers



Reentering Teachers -- Summary

Experienced teachers reentering Illinois public schools from the reserve pool are increasingly older, averaging 37.5 years of age in 1988-89, up from 35.0 years in 1982-83. These teachers have an average of 7 years teaching experience. Over 80% of the reentering teachers are females, while nearly 19% are minorities. Approximately 31% of all reentering teachers have advanced degrees. The mean annual salary of reentering teachers increased from $18,847 in 1982-83 to $24,533 in 1988-89, but their real income in constant dollars remains generally stable. Among all teachers reentering public schools in downstate Illinois, the reasons most often reported for leaving teaching earlier were child care/pregnancy, domestic responsibilities, and position elimination.

Looking to the Year 2000 . . .

It is assumed that the number of individuals teaching in the public schools in the year 2000 will be substantially the same as today, since the total school enrollment is not expected to be significantly different then than now.

A key assumption used to look forward is that because of their differing relative ages (median age for the group) and differing gender compositions, teachers should be grouped into Chicago and downstate, and within these two categories further grouped as elementary, high school and special education. Thus, age data for 6 groups of teachers were analyzed using distribution lagging and distribution volume adjustment. The age-cohort distribution analyzed was age 22 to 72 for 1977-78 and 1988-89, with projection to 1999-2000. Ages were calculated as of July 1 for the years 1978, 1983, 1989, and 2000.

For the sections that follow, a series of graphs illustrate the narrative. These graphs are in Appendix A.

Downstate Elementary Teachers (Graphs 7-9)

From 1978 to 1989 the number of downstate elementary teachers increased by 3,340 (7.9%) -- and the average age increased from 35 to 42. The number of teachers in the age range 32-44 was greater in 1989 than in 1978.

By the year 2000, there will be evidence of a new wave of younger downstate elementary teachers entering the teaching force. This wave is likely to continue to build into the first decade of the 2000's. There will be more teachers in the over 50 category than today, but no more in the over 65 category.

Downstate High School Teachers (Graphs 10-12)

From 1978 to 1989 the number of downstate high school teachers decreased by 2,961 (11.4%) -- and the average age increased from 35 to 43. The 24-35 age cohort (teachers in this age group) decreased in number.

By the year 2000, there will be significant increases in the number of downstate high school teachers in the age 22-32 age range. There will also be more high school teachers in the over 50 age category. The wave of younger teachers will continue to build for this group as well, as older teachers leave the teaching force in the first decade of the 2000's. Median age for this group in 2000 will be 46.7 -- an age that will decline over the succeeding 10 years at least.

Downstate Special Education Teachers (Graphs 13-15)

The number of downstate special education teachers is up sharply from 1978 -- from 7,874 to the present day 12,574 -- an increase of 59.7%. Average (median) age increased from 29 to 37 in this time. With the exception of the 25-28 age cohort (1978), all age cohorts increased from 1978 to 1989.

By the year 2000, the current cohort of downstate special education teachers will have "aged out" an additional 11 years; the over 50 category will have increased substantially. At that point the number of newly prepared teachers entering the teaching force will not have had any significant impact on the median age of the group.

Chicago Elementary Teachers (Graphs 16-18)

From 1978 to 1989 the number of elementary teachers in Chicago decreased by 6.3% (from 13,431 to 12,579). The median age increased from 37 to 45. Among Chicago elementary teachers, the 1978 age 26-42 cohort showed almost no change by 1989, indicating that the reduction in numbers of elementary teachers took place through the "aging out" and retirement of teachers and in decreased entry of younger teachers.

By the year 2000, significant numbers of younger elementary teachers will have entered the Chicago elementary teaching force. This will cause the average age of this group to decrease in the early 2000's.

Chicago High School Teachers (Graphs 19-21)

From 1978 to 1989 the number of Chicago high school teachers decreased by 600 (9.5%). The median age increased from 37 to 47. As with elementary teachers, the age 26-46 cohort (1978) showed little change by 1989.

By the year 2000, substantial numbers of younger teachers will have entered the Chicago high school teaching force -- and this will continue into the first 6-8 years of the 2000's. The median age of these high school teachers will have peaked at about 49 and will decline in subsequent years.

Chicago Special Education Teachers (Graphs 22-24)

From 1978 to 1989 the number of Chicago special education teachers increased by 197 (5.9%). The average age increased from 34 to 42. With few exceptions, the number of special education teachers in 1978 age cohorts

under 48 increased. Over that age, attrition due to aging into the retirement years appears evident.

By 2000, the number of Chicago special education teachers age 30 or younger will have increased substantially as new teachers are recruited during the 1990's. In 2000, 23% will be age 30 or younger.

Statewide -- Elementary Teachers (Graphs 25-26).

Elementary teachers median age increased by more than 7 years from 1978 to 1989 (35 to 42 -- downstate; 37 to 45 -- Chicago). There will be more younger (age 30 or less) and more older (age 50 or more) elementary teachers in 2000. The median age will have increased to 48 -- its probable peak.

Statewide -- High School Teachers (Graphs 27-28).

The median age of high school teachers increased by about 8 years from 1978 to 1989 (35 to 43 -- downstate; 38 to 47 -- Chicago). In the year 2000, there will be more younger as well as more older high school teachers. The average (median) age will have increased to 47 -- the highest it is expected to be before declining in subsequent years.

Statewide -- Special Education Teachers (Graphs 29-30).

The median age of special education teachers increased by about 8 years (29 to 37 -- downstate; 34 to 42 -- Chicago) from 1978 to 1989. By 2000, the median age will have increased to about 44 -- still below the peak it will reach in the early 2000's.

Statewide, Downstate and Chicago -- All Teachers (Graphs 31-35)

For all teachers statewide, the average age increased by nearly 8 years from 1978 to 1989. The median age of Illinois teachers today is 43. In the year 2000, the median age of all teachers will be 47 -- 4 years greater than at present. Half of the teachers will be younger than 47, with one in four age 33 or younger. One in ten will be 58 or older.

By 2000, half of the downstate teachers will be between the ages of 34 and 53, with one quarter younger than 35. There will be a larger proportion of younger teachers in Chicago schools in the year 2000 than at present. One in 4 teachers will be younger than 30; however, one in 4 will also be 55 or older.

The Year 2000 -- Conclusions

The following are major conclusions of this study.

In the year 2000 . . .

1. The number of Illinois public school teachers is expected to be about the same as at present -- more than 103,000 -- largely because no significant change in overall student enrollment is anticipated during the 1990's.

2. The average (median) age of these 103,000 teachers will be 47, with half of the teachers between the ages of 33 and 53. Today, the median age is 42. In 1978 the median age was about 35.

3. The teaching force will have aged significantly in the prior 20 years, but statewide, teachers will have gotten about as old as they are likely to get as a group. The "aging out" effect will near its peak and begin to decline in the first decade of the 21st Century. This means the average age of teachers will start to decline once again -- reversing the trend of the past 15 to 20 years.

4. The proportion of downstate teachers over age 55 will have doubled (from 8.6% to 17.3%), while the same proportion of Chicago teachers will have almost tripled (from 8.6% to 24.5%).

5. Less than 3 out of 4 of those teaching now will still be teaching. More than 26% of those teaching in 2000 will have entered or reentered teaching between now and then.

6. Chicago will have both more younger and more older teachers than at present. One in 4 Chicago teachers will be less than age 30, and one in 4 will be 55 or older. And while 1 in 10 will be age 26 or younger, one in 10 will be 60 or older.

7. The median age of Chicago's teachers will be 47.5, which is 2 years older than at present (1989), because a significant number of younger teachers will have entered Chicago's teaching force by 2000.

8. Less than 2 out of 3 of the teachers now in Chicago's schools will still be teaching. Almost 36% of those teaching in 2000 will have entered or reentered teaching in the next 11 years.

9. The current difference between the average age of Chicago and downstate teachers will be almost eliminated. Chicago's teachers will be, on average, only a half year older than downstate teachers. At present Chicago teachers are almost 4 years older, on average, than downstate teachers.

10. Downstate, the median age of teachers will have increased to almost 47 -- an increase of more than 5 years from the present and more than 13 years from 1978.

11. Downstate's "aging out" of teachers will continue to lag behind Chicago a few years. In contrast with Chicago, only 1 in 6 downstate teachers will be over age 55.

12. Chicago high school teachers will be the group most on the brink of retirement, with more than 28% in the over age 55 category. Thus, in the first 6 to 8 years of the 2000's, there will be significant turnover in this group as these teachers are replaced by younger teachers.

13. Because they are aging out later at that point, downstate teachers will have an average (median) of more than 21 years experience -- 1.5 years more than Chicago teachers at that point. Today, downstate teachers average 2 less years experience than Chicago teachers.

14. Only about 76% of downstate teachers now teaching (1989) will still be teaching. This means that at least 24% of those teaching in 2000 will have entered or re-entered the downstate teaching force between now and the year 2000.

15. The interaction of the changes noted above implies that there will be more changes in Chicago's teaching force, or at least more opportunity for change, than for the rest of the state in general, as younger teachers are recruited.

16. The average (median) teacher salary in 2000 will be more than $63,000, or about $7,000 for each of the 9 months of the school year (about $350 per day).

17. Many of the Illinois' most experienced teachers will be leaving the profession in significant numbers. At the same time, it is expected that teachers newly prepared in the latest instructional technologies will be joining the teaching force in significant numbers.

II. SCHOOL PERSONNEL WITH ADMINISTRATIVE OR SUPERVISORY CERTIFICATION

Since it is known that teachers as a group are aging along with the general population, and that administrators as a group are also aging, it has been speculated that soon there will be shortages in the supply of persons qualified to be school administrators. This section of the report examines that speculation and assesses the future need for administrators. First the facts on those employed in positions that can be classified as administrative -- public school administrators including all full-time district superintendents, deputy, associate, and assistant superintendents, all full-time school principals and assistant principals -- will be reviewed. Then facts about school personnel who are qualified to be administrators will be examined.

In 1988-89, there were a total of 5,505 full-time public school administrators in Illinois; 1,249 local district superintendents and assistant superintendents, and 4,256 school principals and assistant principals.

Like teachers in Illinois public schools, administrators are also aging, but slowly, as illustrated in Graph 36. The mean age of school administrators has increased from 47.6 years in 1982-83 to 48.1 years in 1988-89. In

downstate Illinois districts, the mean age of school administrators increased from 45.0 in 1977-78 to 47.3 in 1988-89. In Chicago, it increased from 52.0 in 1982-83 to 53.3 in 1988-89. While 38.2% of school administrators in downstate Illinois are age 50 or older, 69.5% of Chicago public school administrators are in this age category. Overall, more than 42% of the school administrators in Illinois are 50 or older. Generally, school administrators in the Chicago public schools are older than their counterparts in downstate Illinois. (See Tables 6, 7, 8, and 9).

[Graph 36. Mean Age of Public School Administrators]

Female participation in the administration of Illinois public schools, in terms of numbers as well as proportions, has increased significantly during the 1980's (see Graph 37). The number of female school administrators increased from 928 in 1982-83 to 1,107 in 1988-89, despite statewide decreases in both student enrollment and the number of schools. In 1988-89, 20% of all school administrators were female -- up from 15.4% in 1982-83.

Compared to their numbers, relatively few females are district superintendents (5.4%). About 1 in 4 (24.4%) principals are female. Females make up over 40% of the school administrators in Chicago, but downstate, females occupy only 16.9% of the administrative positions. (See Tables 6, 7, and 8).

[Graph 37. Female Representation Among School Administrators]

While minorities are still underrepresented among Illinois school administrators, their proportions have increased both in downstate Illinois as well as in the Chicago public schools (see Graph 38). Downstate, the proportion of minority administrators increased from 4.1% in 1977-78 to 5.5% in 1988-89 (2.1% of the superintendents and 6.6% of the principals were minorities in 1988-89). In the Chicago public schools, minorities accounted for over 45% of the administrative positions; 65.8% of the superintendencies and 45.4% of the principalships in 1988-89 (see Tables 6, 7, and 8). [Due to a reclassification process in 1987-88, the number of administrators reported in Chicago public schools has been reduced significantly since 1982-83. This may have affected the numbers of female and minority administrators in Chicago and also statewide.]

[Graph 38. Minority Representation Among School Administrators]

In downstate Illinois, school administrators appear to be retiring younger. The mean retirement age of school administrators declined from 60.7 years in 1977-78 to 59.2 years in 1988-89 (see Graph 39). Among the school administrators who retired in 1977-78, 79% were under 65 years old, but in 1988-89, over 95% of the retirees were under 65 years old (see Table 10). [Data on the retirement of school administrators in Chicago public schools were not available.]

[Graph 39. Mean Retirement Age of School Administrators]

Illinois has a large pool of potential school administrators. In 1988-89, 3,879 classroom teachers in downstate Illinois possessed certification required for school administration (Types 61 and 75). In this group, 1,897 are currently elementary teachers, 1,717 are high school teachers, and 265 are special education teachers. As shown in Table 11, the average age of these potential school administrators is 47.4 years. Nearly 30% are females, and 4.4 are minorities.

For comparison, it is noted that females account for about 70% of the total teaching force in downstate Illinois: 79% of the elementary teaching force; 42% of the secondary teaching force; and 89% of the special education teaching force. [Data on teachers with certification for administrative positions for Chicago public schools were not available.]

While the statistics above reflect personnel in key administrative positions, there are other school personnel who are not presently administrators, but who have administrative or supervisory qualifications. Data on these personnel are included in the summary findings that follow.

Administrators and Potential Administrators -- Summary

Data on downstate public school personnel having administrative or supervisory certification, a group that includes in addition to the traditional administrative positions, teachers and others (10,667 in 1989), indicate that . . .

1. While the number of downstate school districts has decreased by 45 since 1978 (from 1011 to 966), the number of district superintendents has decreased by only 2 (from 935 to 933).

2. For every person holding the position of school administrator in downstate public schools, there is at least one other person not holding an administrative position (i.e., teacher or other school personnel) who has administrative/supervisory certification. Administrators referred to here include these 12 position titles: District Superintendent, Assistant District Superintendent, Administrative Assistant, Business Manager, Principal(Elementary, Jr. High, High School), Assistant Principal (Elementary, Jr. High, High School), Dean (Elementary, Jr. High, High School), and Dean (Jr. High, High School).

3. The proportion of female administrators has more than doubled since 1978 (from 7.1% to 17.1%), and the proportion of female teachers who have administrative/supervisory certification increased by more than 7 percentage points (from 22.5% to 29.7%).

4. There has been a dramatic increase in the proportion of female administrators in the younger age bracket. The proportion of those aged 32-38 increased more than 6.5 times since 1978 (from 4.2% to 27.8%). And the female proportion of the 1978 age 32-38 cohort increased almost 4 times by 1989 (4.2% age 32-38 to 16.4% age 43-49).

5. The increase in the proportion of female administrators is in the younger age bracket where it will have the most compound effect over time. The proportion of female administrators will continue to increase in the 1990's.

6. Compared to teachers, administrators as a group appear to have aged little since 1978. The average (median) age of administrators has increased by only 2 years (from 44.5 to 46.4). This and the relatively substantial supply of others who have administrative/supervisory certification suggests that school administrators are being replaced as needed from a not significantly aging pool of available school personnel.

7. The proportion of school administrators over age 55 has increased by only 4.5% since 1978 (from 10.5% to 15.0%).

8. There are greater proportions of females and more minorities in administrative positions than a decade ago. However, females and minorities are still underrepresented among school administrators in light of the gender and racial-ethnic composition of the Illinois public school population.

9. Although Illinois public school administrators as a group may be aging and retiring younger, there is no basis to fear a shortage of administrators owing to retirement, at least not in the near future. First, less than 3% of the administrative personnel retire each year. Second, there is a large pool of teachers in Illinois public schools who are certified for administrative positions. However, the underrepresentation of females and minorities among these potential administrators may be a cause for some concern.

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Appendix

Table 2. REENTERING TEACHERS: DOWNSTATE

Reentering Teachers	1977-78	1982-83	1988-89	
		MEAN AGE		
Elementary	32.5	35.0	37.4	
Secondary	32.2	34.2	37.6	
Special Education	29.7	31.8	34.7	
All Reentering Teachers	31.9	34.0	36.7	
		MEAN YEARS EXPERIENCE		
Elementary	5.4	7.4	7.0	
Secondary	6.1	7.7	8.9	
Special Education	4.6	5.6	6.4	
All Reentering Teachers	5.4	7.0	7.2	
		PERCENT FEMALE		
Elementary	84.8%	85.7%	90.4%	
Secondary	54.5%	55.0%	58.3%	
Special Education	87.3%	89.8%	93.4%	
All Reentering Teachers	76.8%	79.6%	84.8%	
		PERCENT MINORITY		
Elementary	7.1%	5.5%	5.7%	
Secondary	3.8%	4.3%	4.6%	
Special Education	3.8%	4.6%	4.3%	
All Reentering Teachers	5.4%	5.0%	5.2%	
		PERCENT WITH ADVANCED DEGREES		
Elementary	20.0%	26.0%	25.4%	
Secondary	38.0%	43.4%	42.7%	
Special Education	37.0%	43.4%	38.9%	
All Reentering Teachers	28.2%	34.6%	32.3%	
		MEAN SALARY		
Elementary	$11,987	$17,820	$23,143	
Secondary	$13,294	$20,057	$27,411	
Special Education	$11,986	$17,521	$22,905	
All Reentering Teachers	$12,352	$18,266	$23,933	(Current $)
	$12,352	$11,644	$12,382	(1977-78 $)

SOURCE: Teacher Service Record forms completed by local school districts.

Table 3. REENTERING TEACHERS: CHICAGO

Reentering Teachers	1977-78*	1982-83	1988-89
		MEAN AGE	
Elementary		38.3	39.4
Secondary		40.8	40.6
Special Education		36.2	39.5
All Reentering Teachers		38.3	39.7
		MEAN YEARS EXPERIENCE	
Elementary		6.6	6.1
Secondary		9.5	6.2
Special Education		6.7	6.3
All Reentering Teachers		7.0	6.2
		PERCENT FEMALE	
Elementary		82.3%	79.5%
Secondary		51.1%	56.6%
Special Education		81.7%	79.0%
All Reentering Teachers		78.6%	73.6%
		PERCENT MINORITY	
Elementary		64.2%	61.5%
Secondary		47.8%	60.6%
Special Education		59.1%	42.0%
All Reentering Teachers		61.5%	58.2%
		PERCENT WITH ADVANCED DEGREES	
Elementary		18.7%	19.2%
Secondary		38.8%	31.0%
Special Education		39.1%	43.5%
All Reentering Teachers		23.9%	26.0%
		MEAN SALARY	
Elementary		$20,358	$25,800
Secondary		$23,420	$26,806
Special Education		$21,141	$27,154
All Reentering Teachers		$20,827	$26,268 (Current $)
		$13,277	$13,590 (1977-78 $)

* Data not available.

SOURCE: Teacher Service Record forms completed by local school districts.

Table 4. REENTERING TEACHERS: ILLINOIS

Reentering Teachers	1977-78*	1982-83	1988-89	
		MEAN AGE		
Elementary	32.5	36.0	37.9	
Secondary	32.2	35.0	38.5	
Special Education	29.7	32.4	35.5	
All Reentering Teachers	31.9	35.0	37.5	
		MEAN YEARS EXPERIENCE		
Elementary	5.4	7.2	6.8	
Secondary	6.1	7.9	8.1	
Special Education	4.6	5.8	6.4	
All Reentering Teachers	5.4	7.0	7.0	
		PERCENT FEMALE		
Elementary	84.8%	84.7%	87.4%	
Secondary	54.5%	54.5%	57.8%	
Special Education	87.3%	88.7%	91.0%	
All Reentering Teachers	76.8%	79.4%	81.9%	
		PERCENT MINORITY		
Elementary	7.1%	23.0%	20.8%	
Secondary	3.8%	9.8%	21.6%	
Special Education	3.8%	12.3%	10.8%	
All Reentering Teachers	5.4%	17.8%	18.7%	
		PERCENT WITH ADVANCED DEGREES		
Elementary	20.0%	23.8%	23.7%	
Secondary	38.0%	42.9%	39.1%	
Special Education	37.0%	42.8%	39.7%	
All Reentering Teachers	28.2%	32.2%	30.7%	
		MEAN SALARY		
Elementary	$11,987	$18,579	$23,867	
Secondary	$13,294	$20,484	$27,225	
Special Education	$11,986	$18,033	$23,645	
All Reentering Teachers	$12,352	$18,847	$24,533	(Current $)
	$12,352	$12,014	$12,692	(1977-78 $)

* Downstate Illinois, excluding Chicago.

SOURCE: Teacher Service Record forms completed by local school districts.

Table 5. REENTERING TEACHERS' REASONS FOR TERMINATION: 1978-79 to 1987-88

Reasons for Termination	Percent
RESIGNATIONS	
Employed in a Different Illinois Public School System	3.19%
Employed in an Illinois Nonpublic School System	.96%
Employed in an Out of State Educational System	3.33%
Entered a Non-Educational, Non-Military Vocation	4.67%
Filling Temporary Position	3.26%
Entered College for Further Study	1.85%
Domestic Responsibilities/Relocation	15.48%
Death or Incapacitating Illness	.22%
Retired	.00%
Position Elimination	14.30%
Asked to Resign Position by Board	1.70%
Other	8.37%
LEAVES OF ABSENCE	
Child Care (Pregnancy)	24.89%
Health	1.70%
Military	.07%
Professional Growth and Study/Sabbatical	9.26%
Other Leave of Absence	6.74%
TOTAL	100.00%

N = 1,350

NOTE: Data in this table are for teachers reentering in 1988-89. Data on termination are for previous years, e.g. data collected on the 1987-88 TSR forms provide information on termination as of the end of 1986-87.

SOURCE: Teacher Service Record forms completed by local school districts.

Table 6. FULL-TIME ADMINISTRATORS: DOWNSTATE

Administrators	1977-78	1982-83	1988-89
		MEAN AGE	
Superintendents	47.7	49.4	49.9
Principals	44.0	45.5	46.5
Total	45.0	46.5	47.3
TOTAL NUMBER	5,125	4,865	4,771
		PERCENT FEMALE	
Superintendents	2.5%	2.7%	4.6%
Principals	9.5%	12.0%	21.1%
Total	7.7%	9.5%	16.9%
NUMBER OF FEMALES	394	463	807
		PERCENT MINORITY	
Superintendents	1.8%	1.8%	2.1%
Principals	4.9%	5.9%	6.6%
Total	4.1%	4.8%	5.5%
NUMBER OF MINORITIES	212	233	261

SOURCE: Teacher Service Record forms completed by local school districts.

Table 7. FULL-TIME ADMINISTRATORS: CHICAGO

Administrators	1977-78*	1982-83	1988-89
		MEAN AGE	
Superintendents		55.1	58.5
Principals		51.9	53.0
Total		52.0	53.3
TOTAL NUMBER		1,174	734**
		PERCENT FEMALE	
Superintendents		27.0%	31.6%
Principals		40.0%	41.4%
Total		39.6%	40.9%
NUMBER OF FEMALES		465	300
		PERCENT MINORITY	
Superintendents		51.4%	65.8%
Principals		41.3%	44.3%
Total		41.7%	45.4%
NUMBER OF MINORITIES		489	333

SOURCE: Teacher Service Record forms completed by local school districts.

* Data not available.

** Number reduced owing to a reclassification process in 1987-88, which may have affected the numbers of female and minority administrators.

Table 8. FULL-TIME ADMINISTRATORS: ILLINOIS

Administrators	1977-78*	1982-83	1988-89
		MEAN AGE	
Superintendents	47.7	49.5	50.2
Principals	44.0	47.0	47.5
Total	45.0	47.6	48.1
TOTAL NUMBER	5,125	6,039	5,505
		PERCENT FEMALE	
Superintendents	2.5%	3.3%	5.4%
Principals	9.5%	18.7%	24.4%
Total	7.7%	15.4%	20.1%
NUMBER OF FEMALES	394	928	1,107
		PERCENT MINORITY	
Superintendents	1.8%	3.2%	4.1%
Principals	4.9%	14.4%	12.8%
Total	4.1%	12.0%	10.8%
NUMBER OF MINORITIES	212	722	594

SOURCE: Teacher Service Record forms completed by local school districts.

* Downstate Illinois only.

Table 9. AGE DISTRIBUTION OF FULL-TIME ADMINISTRATORS* IN ILLINOIS, 1988-89

Age	Downstate Supt.	Downstate Principal	Downstate Total	Chicago Supt.	Chicago Principal	Chicago Total	Illinois Supt.	Illinois Principal	Illinois Total
<30		6	6					6	6
		.2%	.1%					.1%	.1%
30-39	59	576	635		27	27	59	603	662
	4.9%	16.2%	13.3%		3.9%	3.7%	4.7%	14.2%	12.0%
40-49	501	1,803	2,304		197	197	501	2,000	2,501
	41.3%	50.6%	48.3%		28.3%	26.8%	40.1%	47.0%	45.4%
50-59	558	1,018	1,576	21	332	353	579	1,350	1,929
	46.0%	28.6%	33.0%	54.5%	47.6%	48.0%	46.3%	31.7%	35.0%
60+up	93	157	250	17	140	157	110	297	407
	7.7%	4.4%	5.2%	44.1%	20.1%	21.4%	8.8%	7.0%	7.4%
Total	1,212	3,561	4,773	39	697	735	1,250	4,258	5,508
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

* Includes only district superintendents and principals, their deputies, associates, and assistants.

Table 10. RETIRING FULL-TIME PUBLIC SCHOOL ADMINISTRATORS: DOWNSTATE

	Age at Retirement			Mean Retirement	Number
	55-59	60-64	65+	Age	aged 55+
1977-78					
Superintendents	54.3%	34.3%	11.4%	59.7	35
Principals	25.0%	48.2%	26.8%	61.4	56
Total	36.3%	42.9%	20.9%	60.7	91
1982-83					
Superintendents	57.1%	28.6%	14.3%	59.0	35
Principals	43.2%	39.2%	17.6%	60.3	74
Total	47.7%	35.8%	16.5%	59.9	109
1988-89					
Superintendents	56.9%	39.7%	3.4%	59.0	58
Principals	46.3%	48.4%	5.3%	59.4	95
Total	50.3%	45.1%	4.6%	59.2	153

SOURCE: Teacher Service Record (TSR) forms completed by local school districts.

NOTE: Data on retirement are for previous years, e.g. data collected on the 1988-89 TSR forms provide information on retirement as of the end of 1987-88.

Table 11. TEACHERS IN DOWNSTATE PUBLIC SCHOOLS WITH CERTIFICATION FOR ADMINISTRATION, 1988-89

	---Present Teaching Assignment---			
	Elementary	Secondary	Special Ed	Total
Number	1,897	1,717	265	3,879
Mean Age	47.8	47.4	46.1	47.4
% Female	36.2%	19.0%	51.7%	29.6%
% Minority	5.7%	3.0%	4.5%	4.4%

SOURCE: Teacher Service Record forms completed by local school districts.

Table 12. DOWNSTATE SCHOOL PERSONNEL WITH ADMINISTRATIVE/SUPERVISORY CERTIFICATION

1977-78	Number	Percent Female	Percent Minority	Median Age	Median Yrs Exp	% Adv. Degree	Median Salary	% Over Age 55
Administ.*	5,160	7.1	4.4	44.5	19.0	98.9	23,742	10.5
Teachers	3,300	22.5	3.3	41.3	15.0	95.8	18,161	11.5
Others	1,612	24.9	6.1	45.2	18.0	98.0	22,045	12.7
All	10,072	15.0	4.3	43.8	18.0	97.7	21,467	11.2
1988-89								
Administ.*	5,126	17.1	5.6	46.4	22.0	100.0	46,100	15.0
Teachers	3,895	29.7	4.4	46.6	22.0	99.8	38,201	16.8
Others	1,646	37.8	6.6	46.5	21.0	100.0	46,683	20.8
All	10,667	24.9	5.3	46.5	22.0	99.9	43,490	16.0

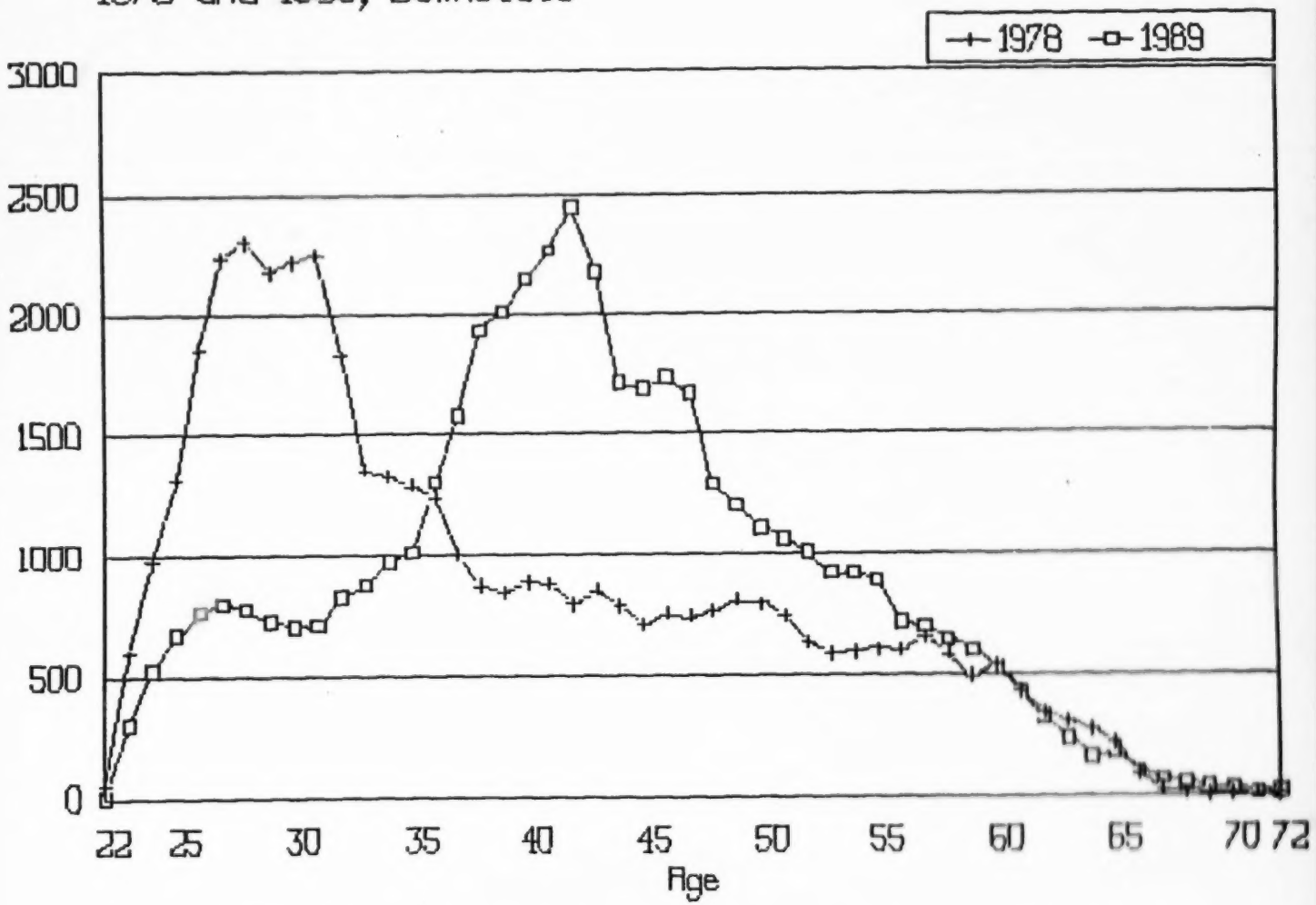
* Administrators include these position titles: District Superintendent, Assistant District Superintendent, Administrative Assistant, Business Manager, Principal (Elementary, Jr. High, High School), Assistant Principal (Elementary, Jr. High, High School), Dean (Jr. High, High School).

Note: Numbers reflect those employed 100% time.

Graph 7

Number of Elementary Teachers

1978 and 1989, Downstate

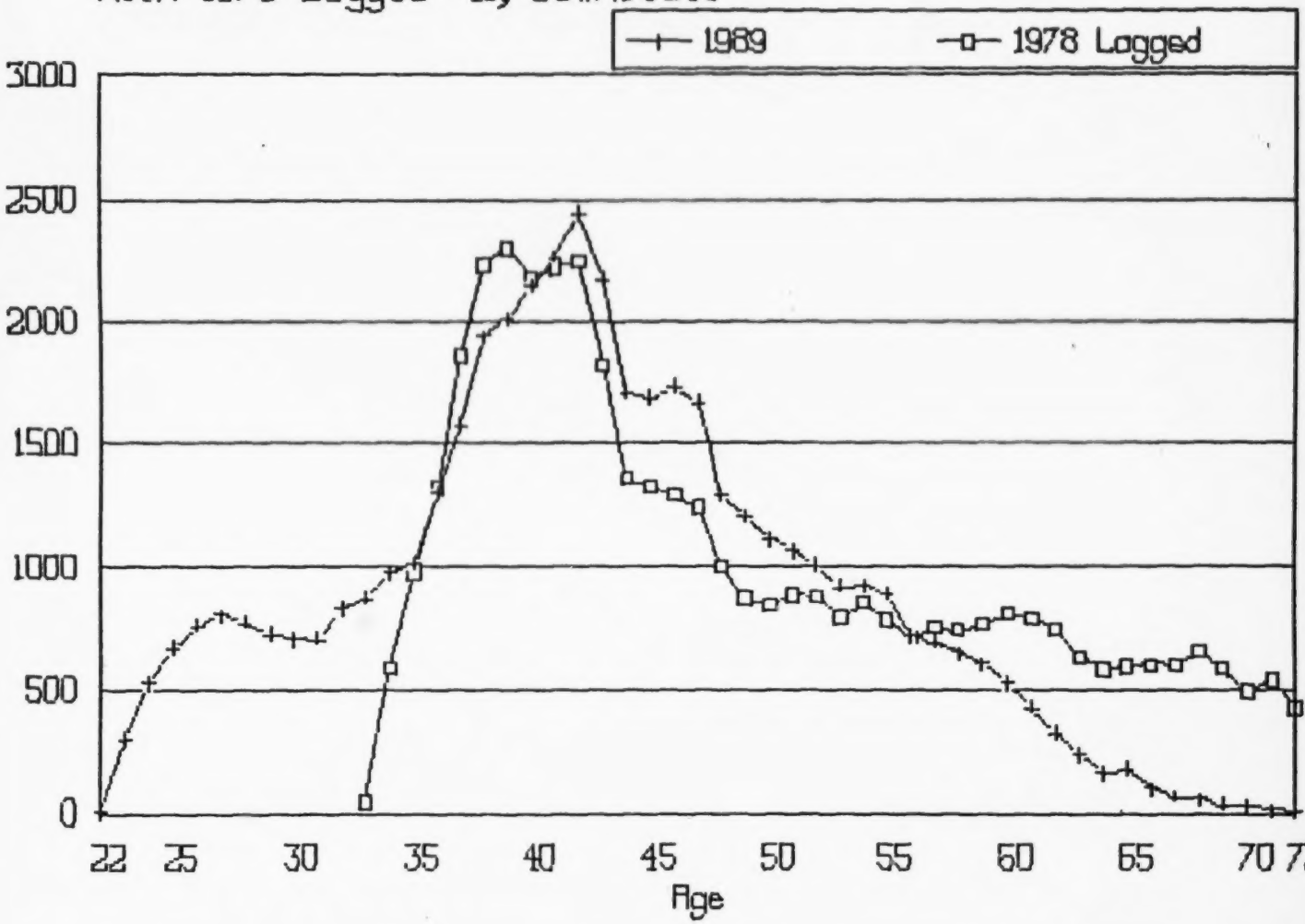


1. The number of downstate elementary teachers <u>increased</u> by 3,340 (7.9%) from 1978 to 1989 -- and the average (median) age increased from 35 to 42.

Graph 8

Number of Elementary Teachers, 1989

With 1978 Lagged +11, Downstate

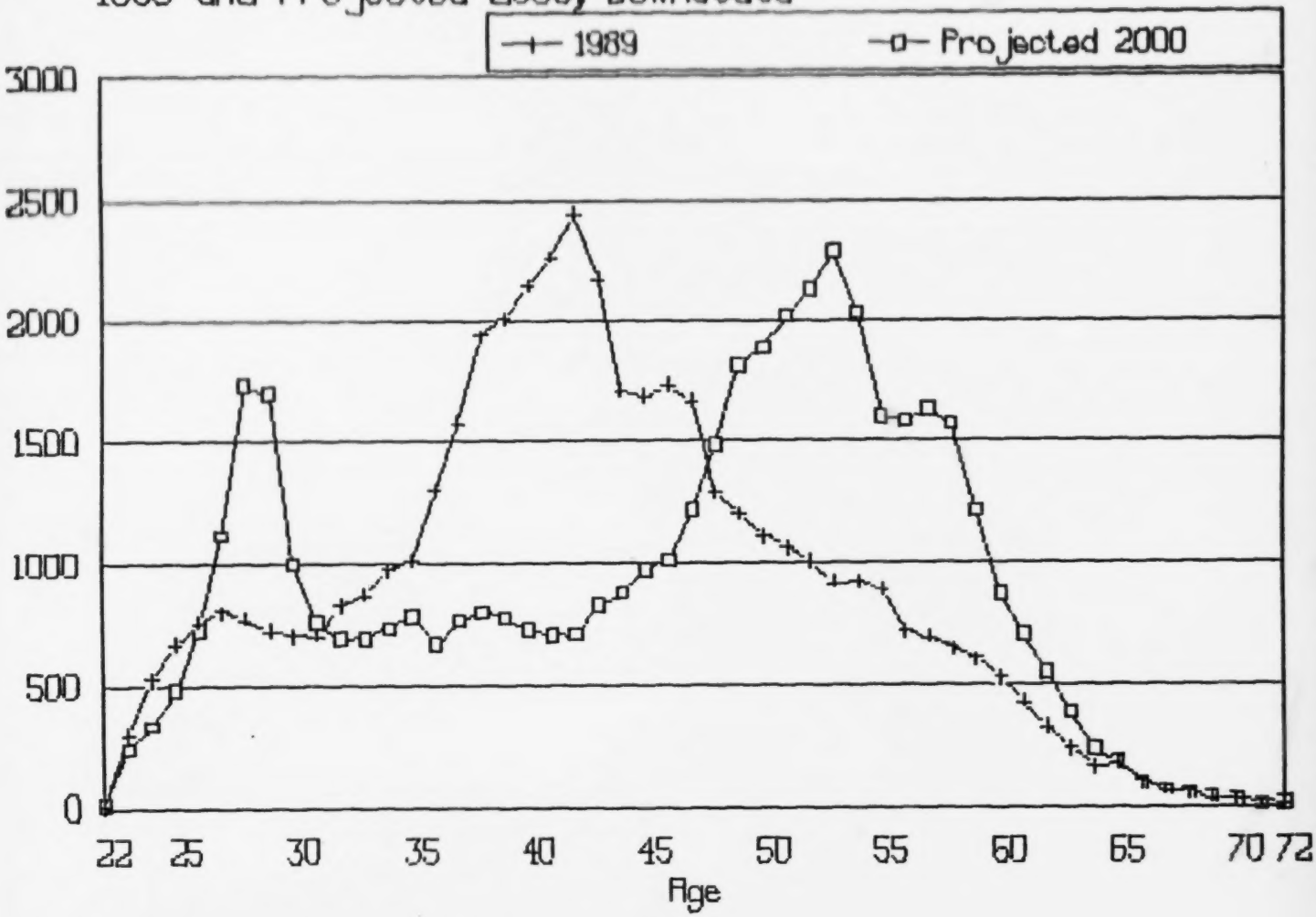


2. Among downstate elementary teachers, the 32-44 age cohort (1978) increased in number by 1989.

Graph 9

Number of Elementary Teachers

1989 and Projected 2000, Downstate

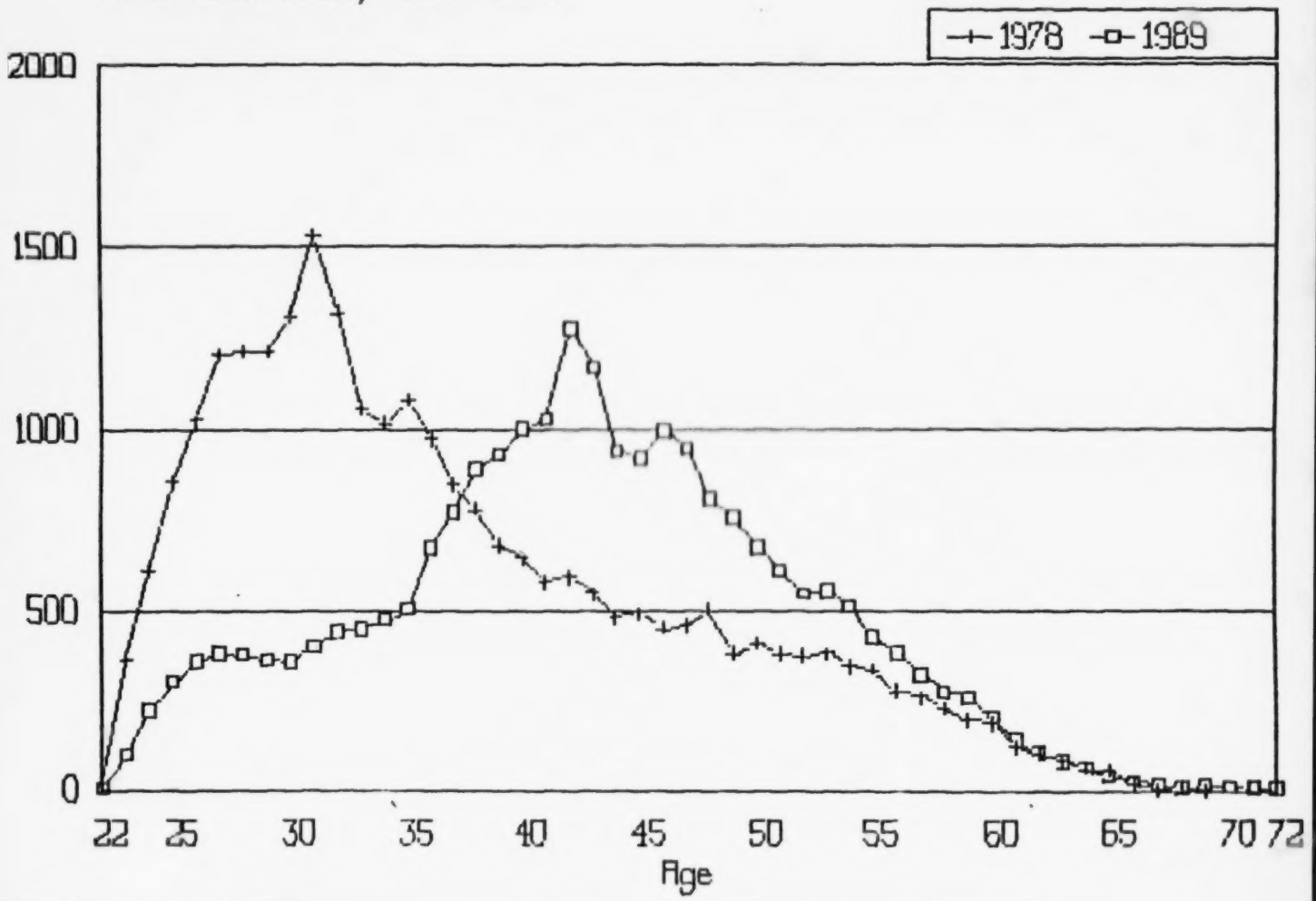


3. By 2000, there will be evidence of a new wave of younger downstate elementary teachers entering the teaching force. This wave is likely to continue to build into the first decade of the 2000's. There will be more teachers in the over 50 category than today, but no more in the over age 65 category.

Graph 10

Number of High School Teachers

1978 and 1989, Downstate

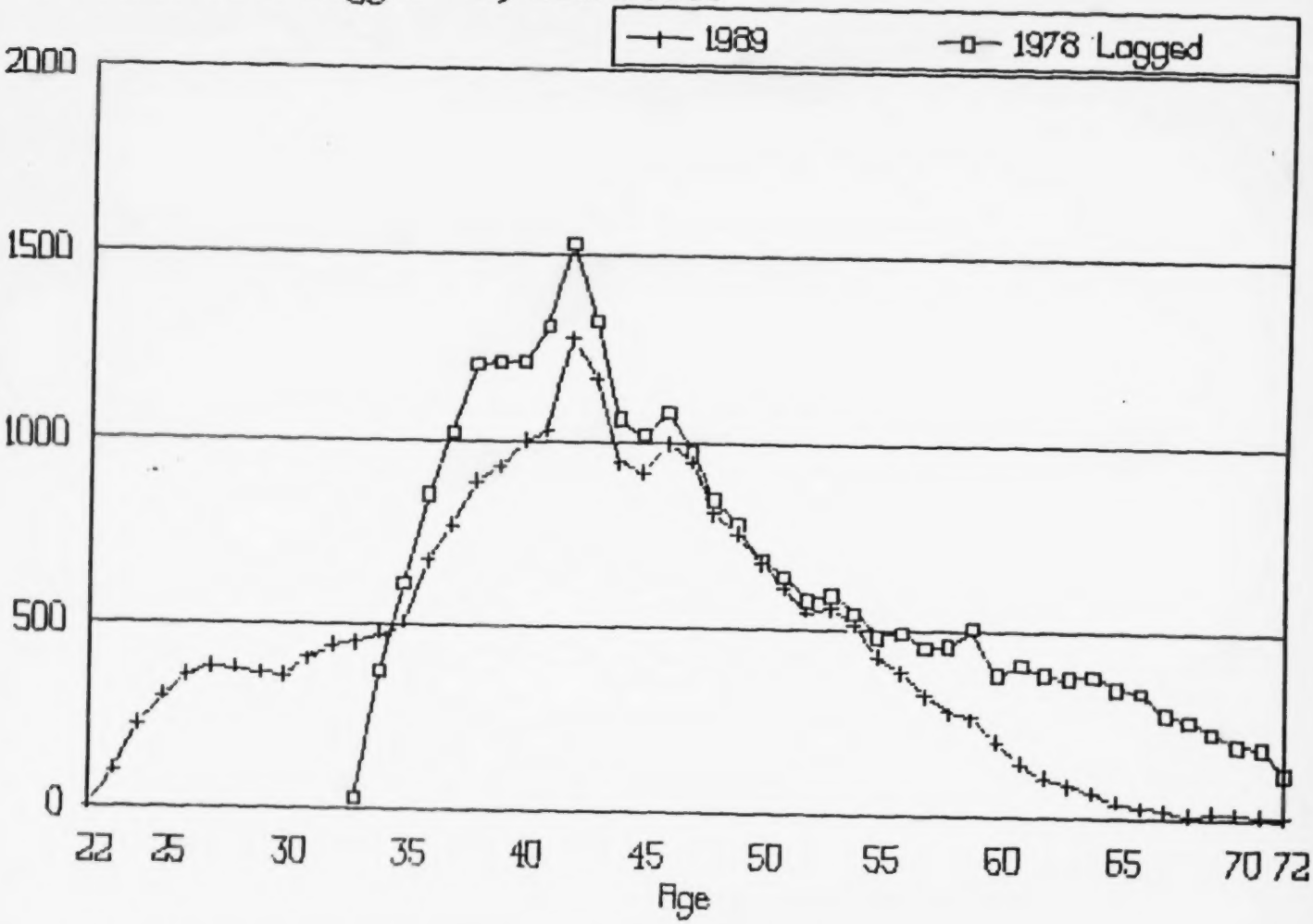


4. The number of downstate high school teachers decreased by 2,961 (11.4%) from 1978 to 1989. The average age (median) increased from 35 to 43.

Graph 11

Number of High School Teachers

With 1978 Lagged +11, Downstate

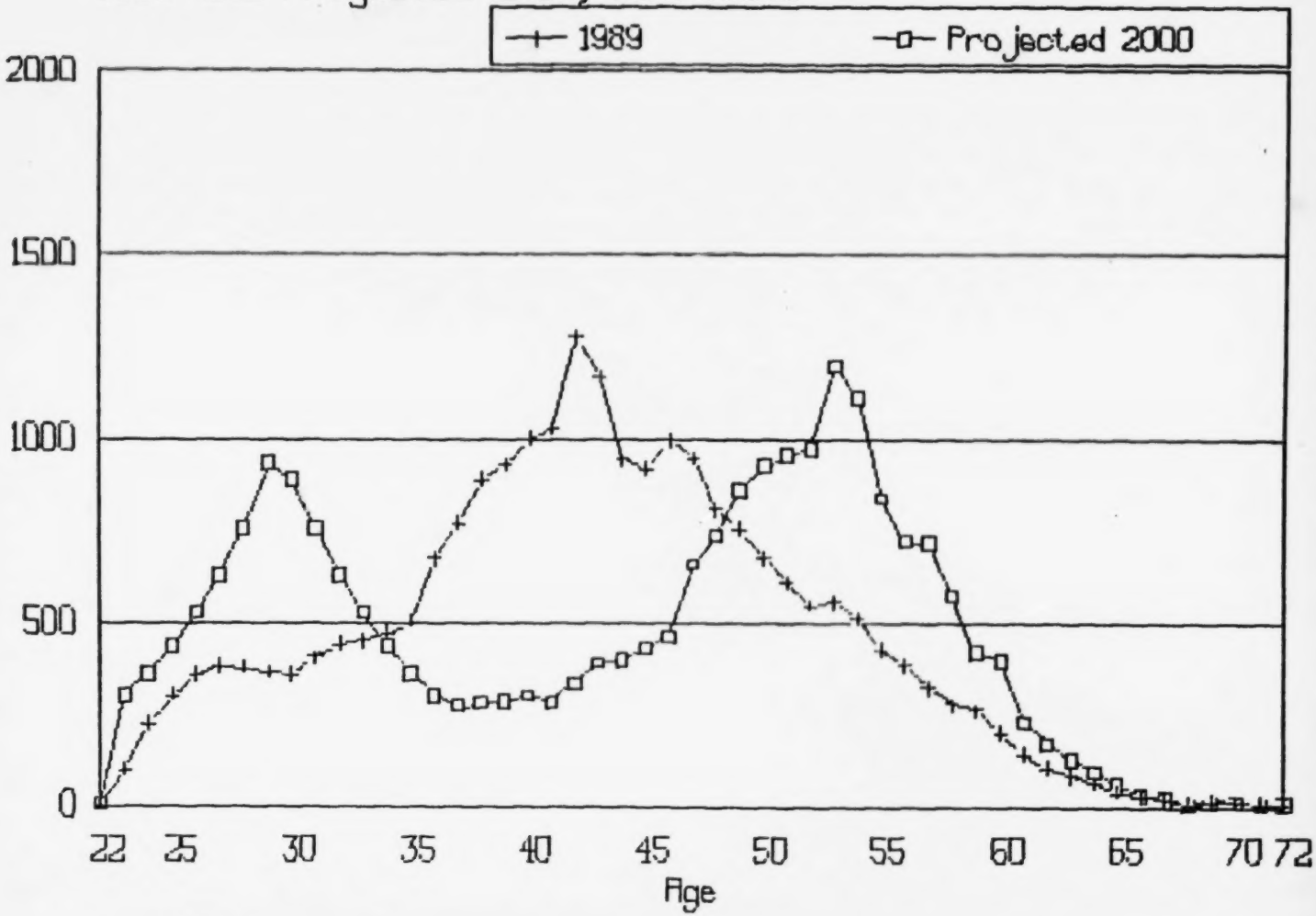


5. Among downstate high school teachers, the 24-35 age cohort (1978) decreased in num by 1989.

Graph 12

Number of High School Teachers

1989 and Projected 2000, Downstate

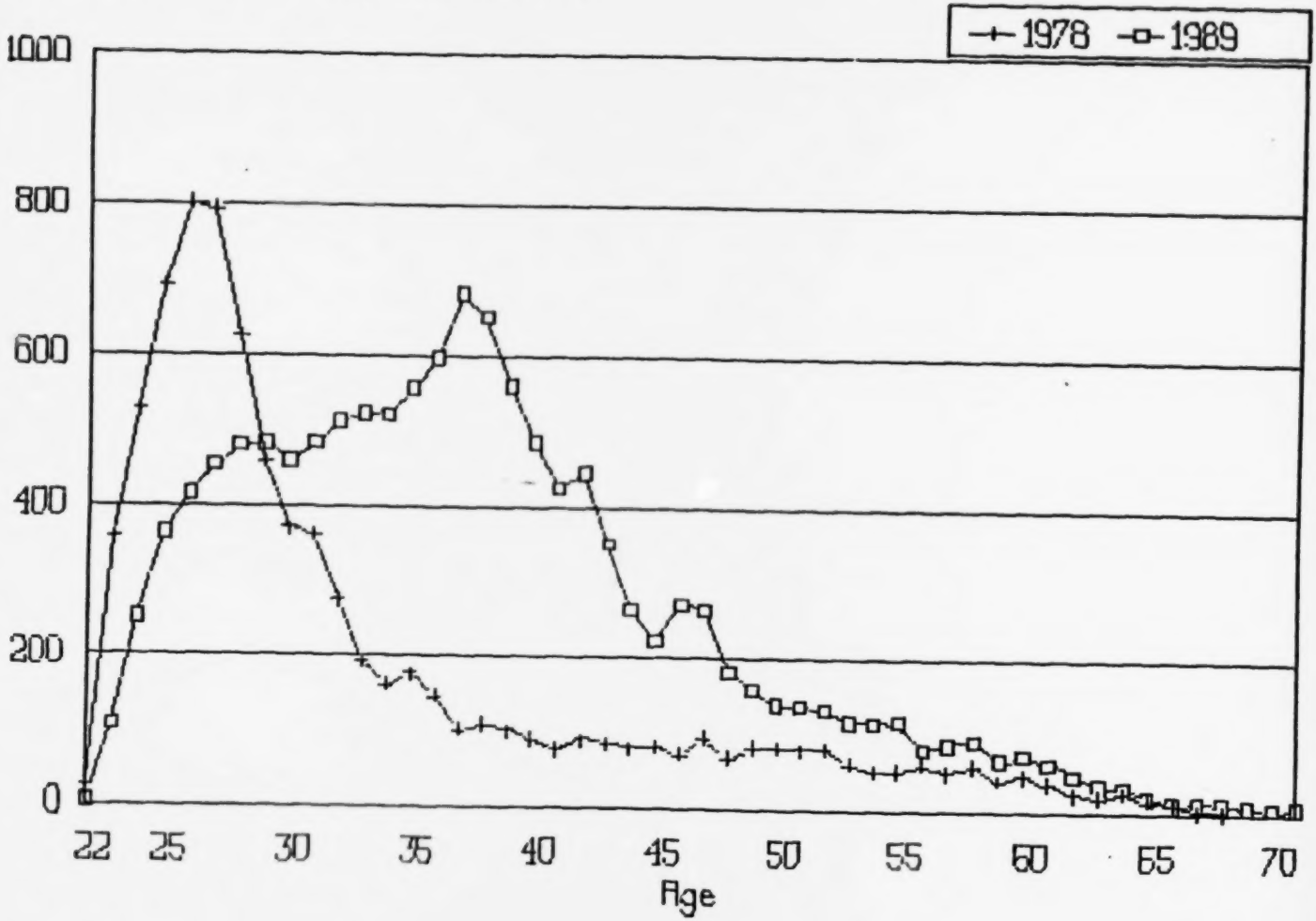


6. By 2000, there will be significant increases in the number of downstate high school teachers in the age 22-32 age range. There will also be more high school teachers in the over 50 age category. The wave of younger teachers will continue to build for this group as well as older teachers leave the teaching force in the first decade of the 2000's. Median age for this group in 2000 will be 46.7 -- an age that will decline over the succeeding 10 years at least.

Graph 13

Number of Special Education Teachers

1978 and 1989, Downstate

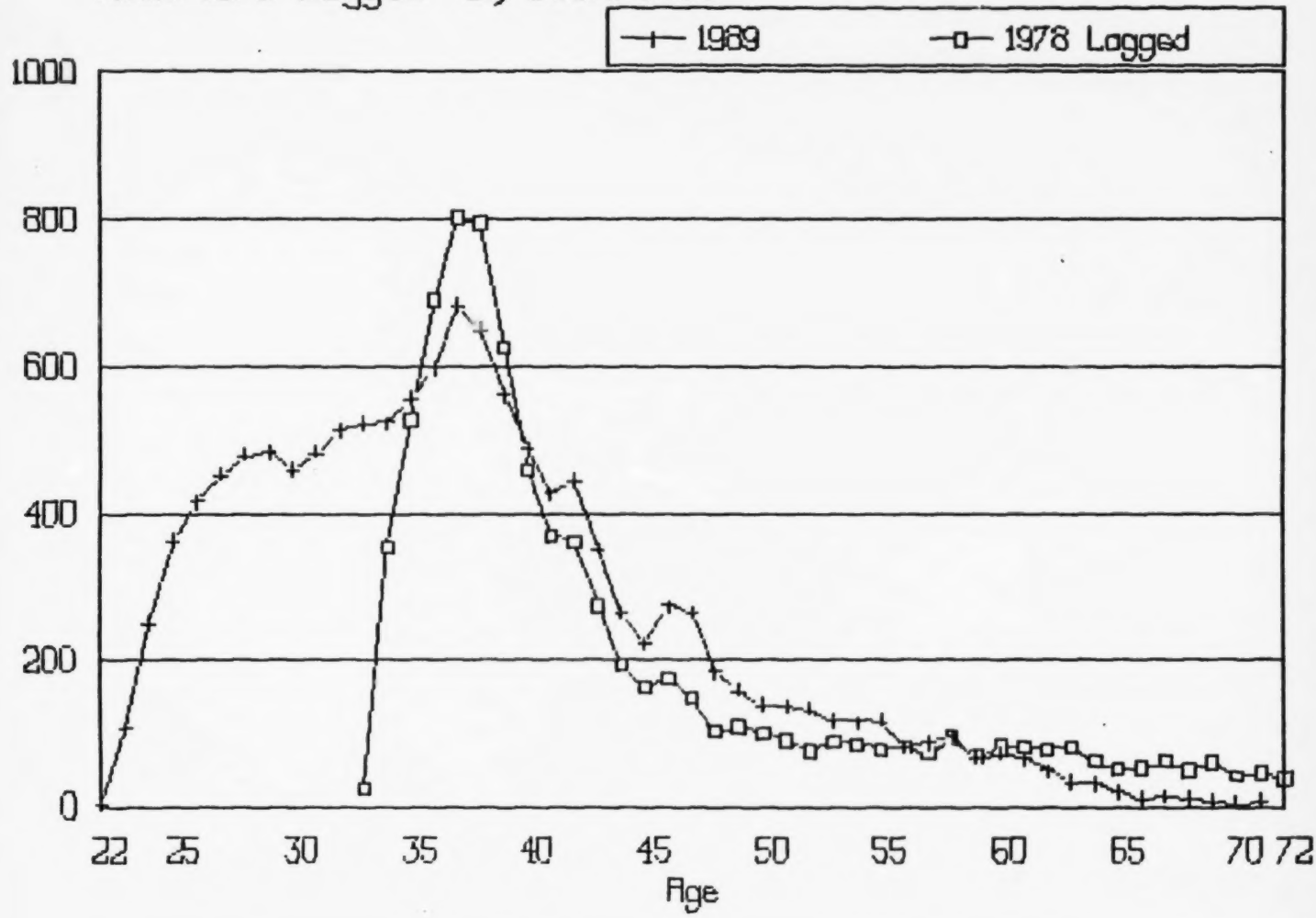


7. The number of downstate special education teachers is <u>up</u> <u>sharply</u> from 1978 -- from 7,874 to the present day 12,574 -- an increase of 59.7%. Average (median) age increased from 29 to 37 in this time.

Graph 14

Number of Special Education Teachers

With 1978 Lagged +11, Downstate

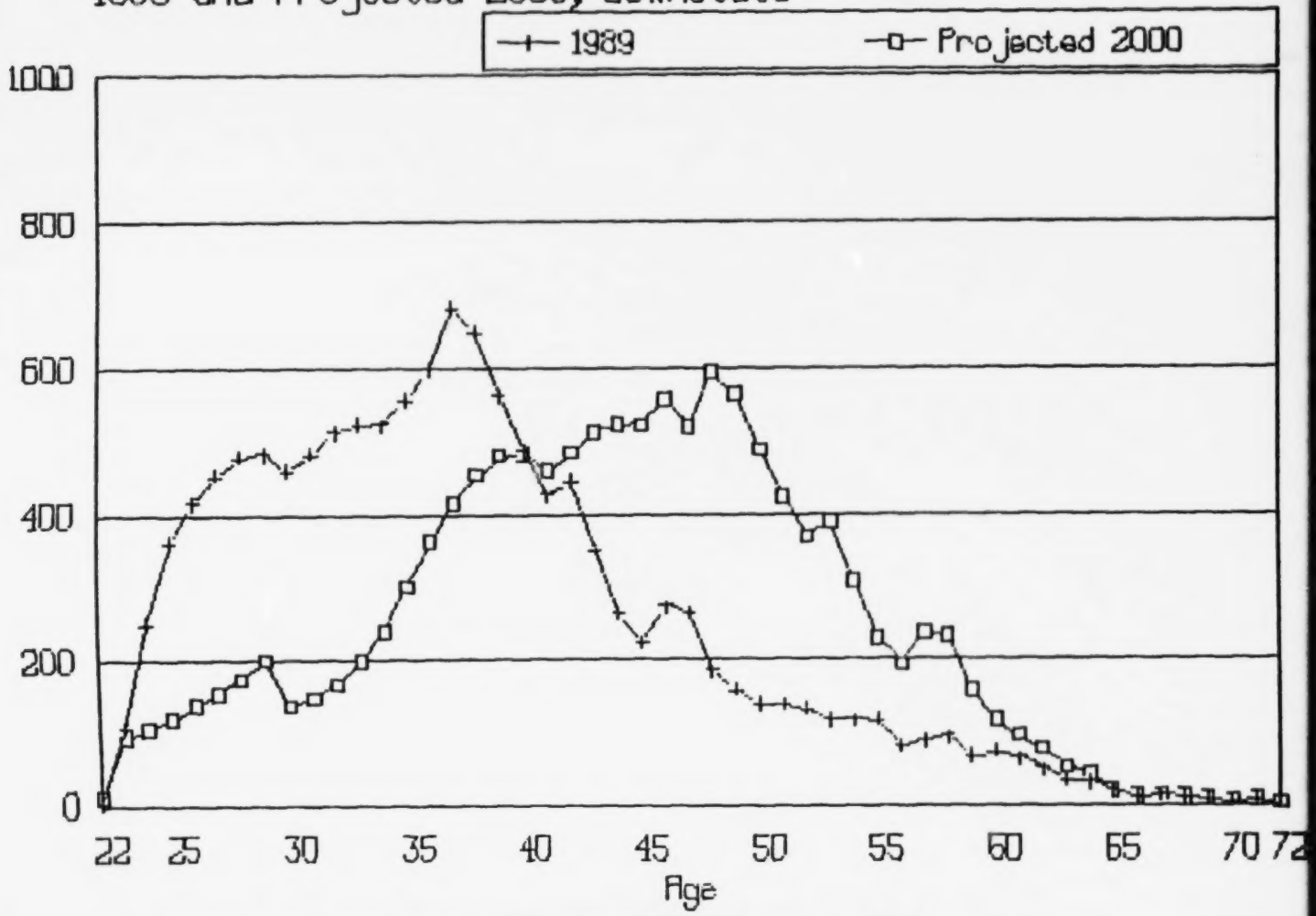


8. With the exception of the 25-28 age cohort (1978), all age cohorts for downstate special education teachers increased from 1978 to 1989.

Graph 15

Number of Special Education Teachers

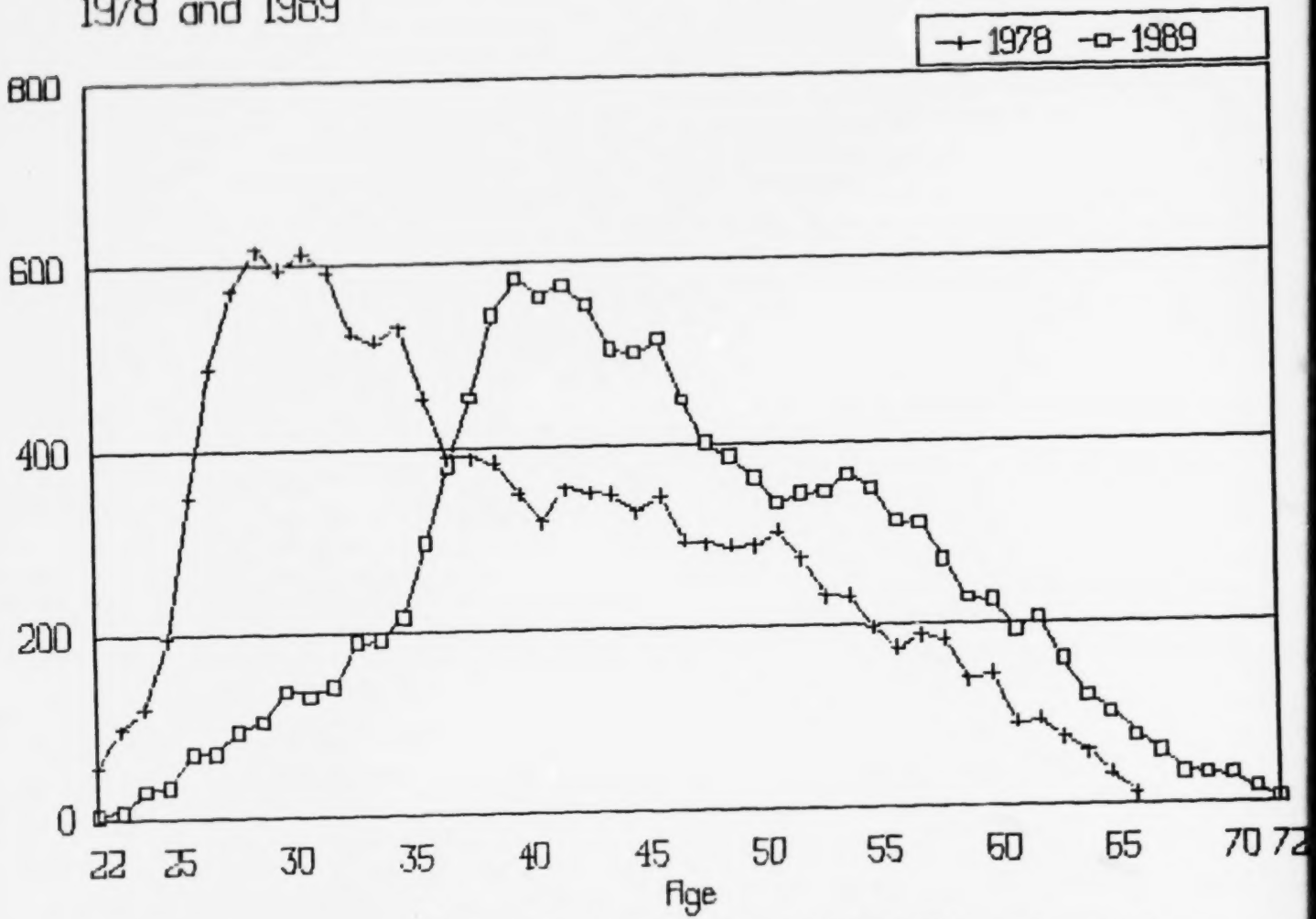
1989 and Projected 2000, Downstate



9. By 2000, the current cohort of downstate special education teachers will have "aged out" and additional 11 years, the over 50 category will have increased substantially. At that point the number of newly prepared teachers entering the teaching force will not have had any significant impact on the median age of the group.

Graph 16 Number of Chicago Elem. Teachers

1978 and 1989

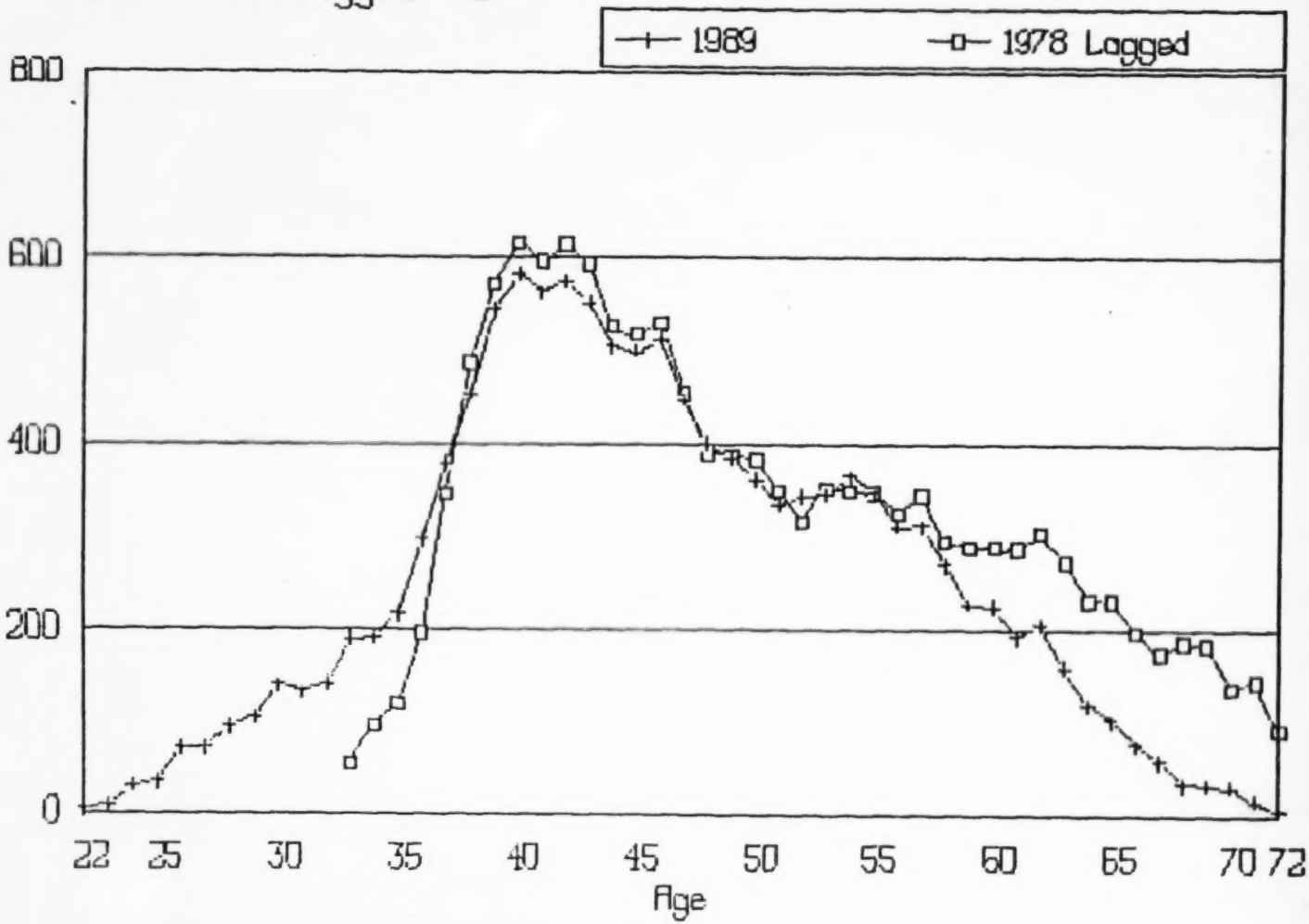


10. From 1978 to 1989, the number of elementary teachers in Chicago decreased by 6.3% (from 13,431 to 12,579). The median age increased from 37 to 45.

Graph 17

Number of Chicago Elem. Teachers, 1989

With 1978 Logged +11

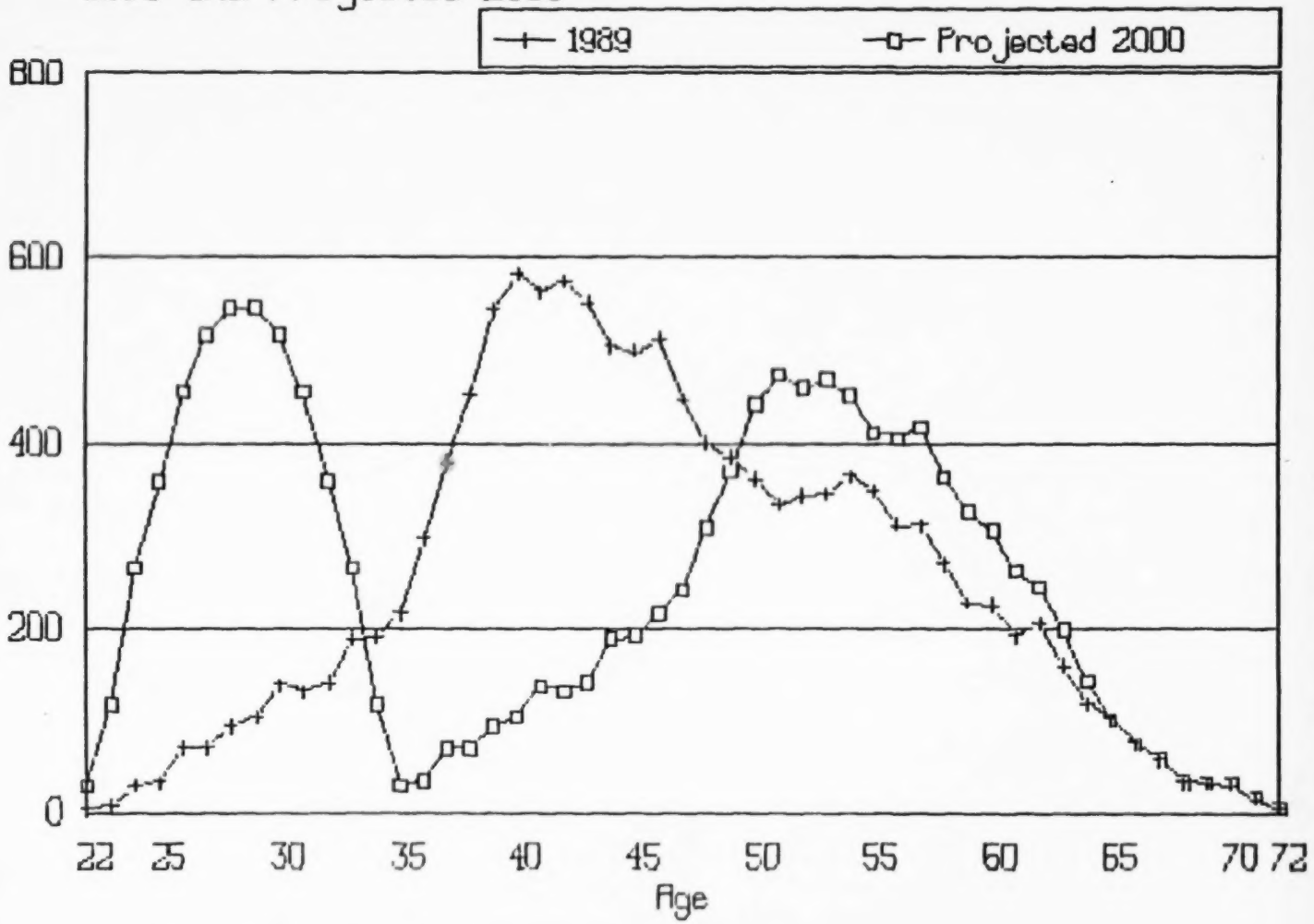


11. Among Chicago elementary teachers, the 1978 26-42 age cohort showed almost no change by 1989, indicating that the reduction in numbers of elementary teachers took place through the "aging out" and retirement of teachers and in decreased entry of younger teachers.

Graph 18

Number of Chicago Elem. Teachers

1989 and Projected 2000

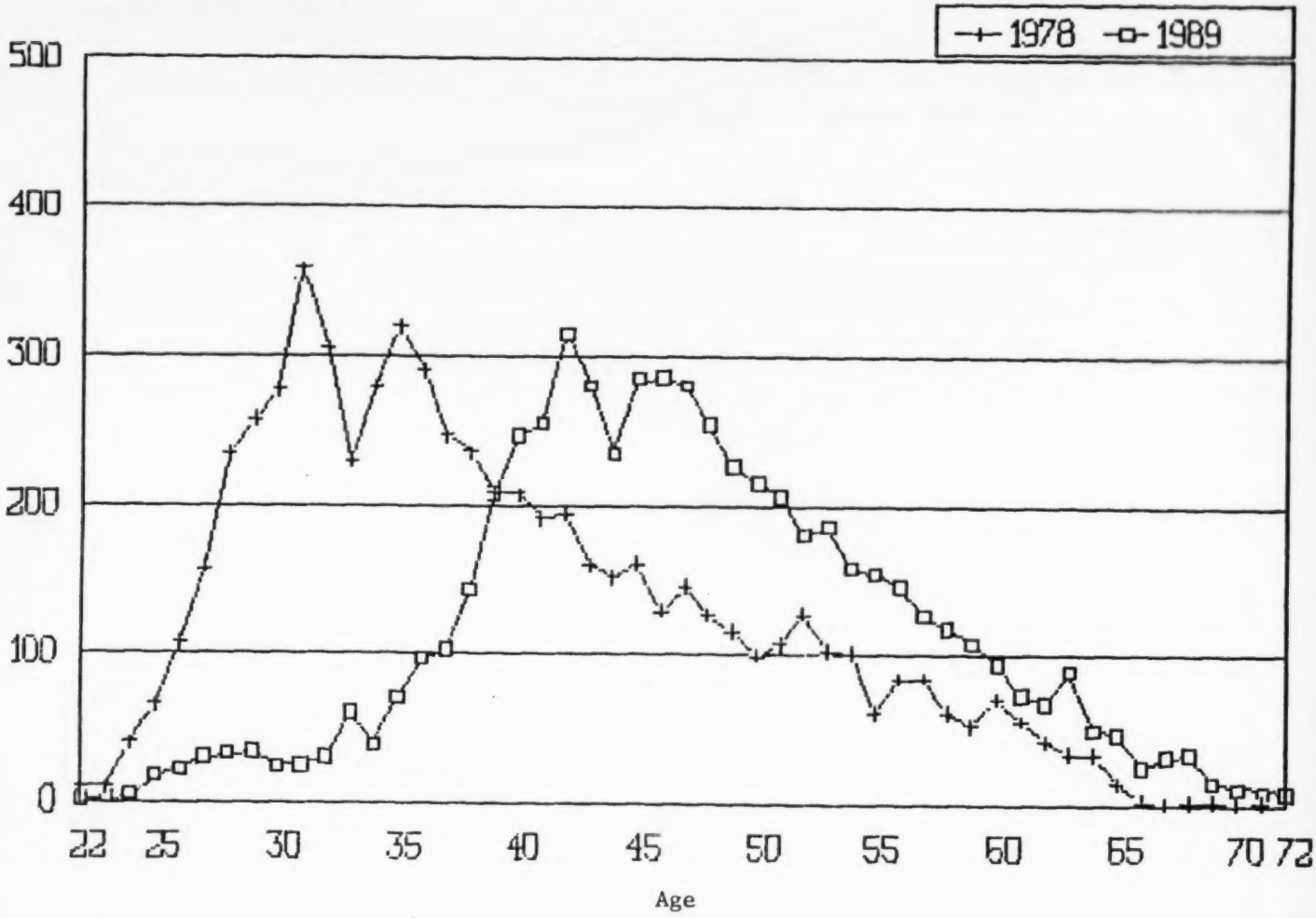


12. By the year 2000, significant numbers of younger teachers will have entered the Chicago elementary teaching force. This will cause the average age of this group to decrease in the early 2000's.

Graph 19

Number of Chicago High School Teachers

1978 and 1989

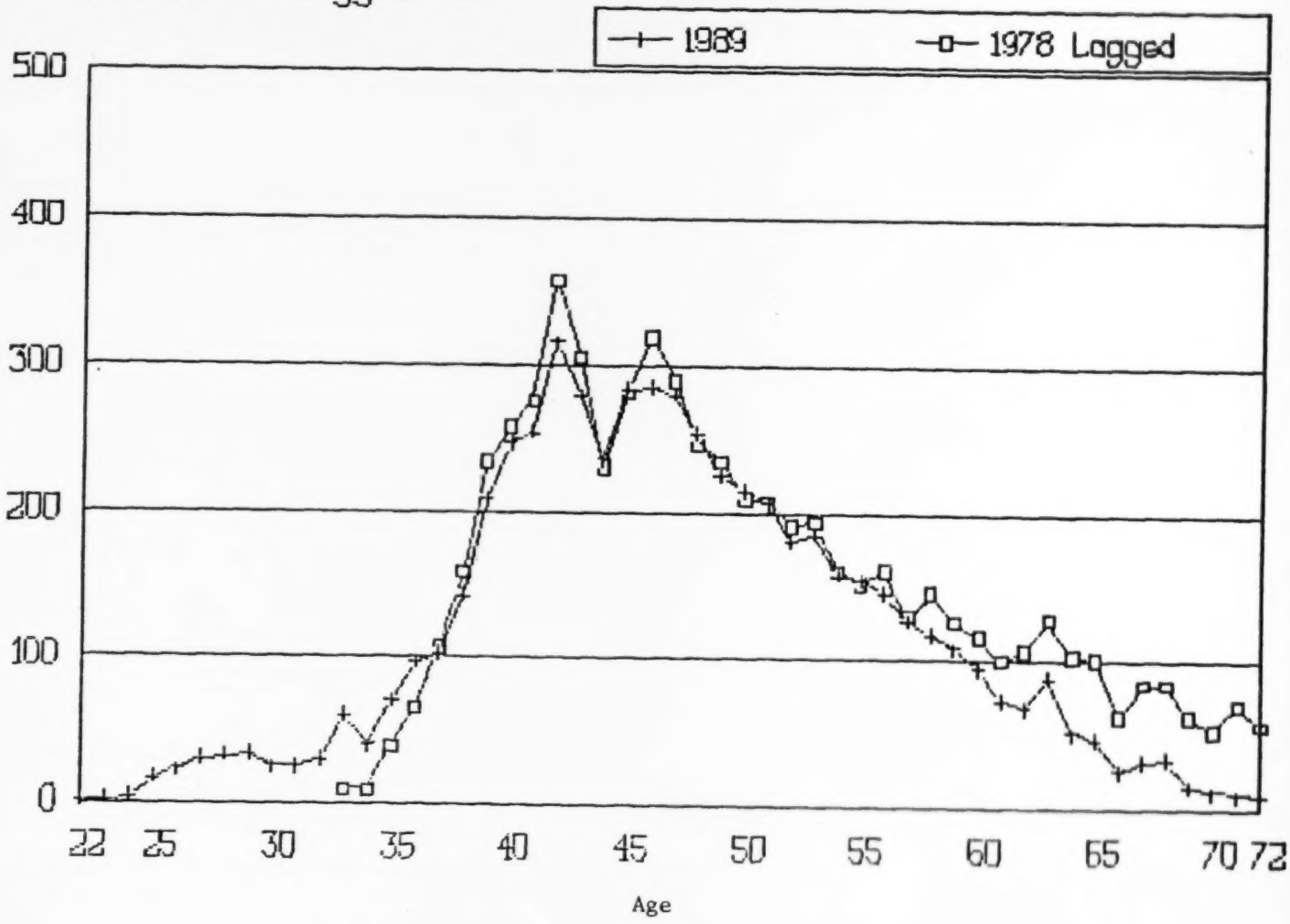


13. The number of Chicago high school teachers decreased by 600 (9.5%) from 1978 to 1989. The median age increased from 37 to 47.

Graph 20

Number of Chicago High School Teachers

With 1978 Logged +11

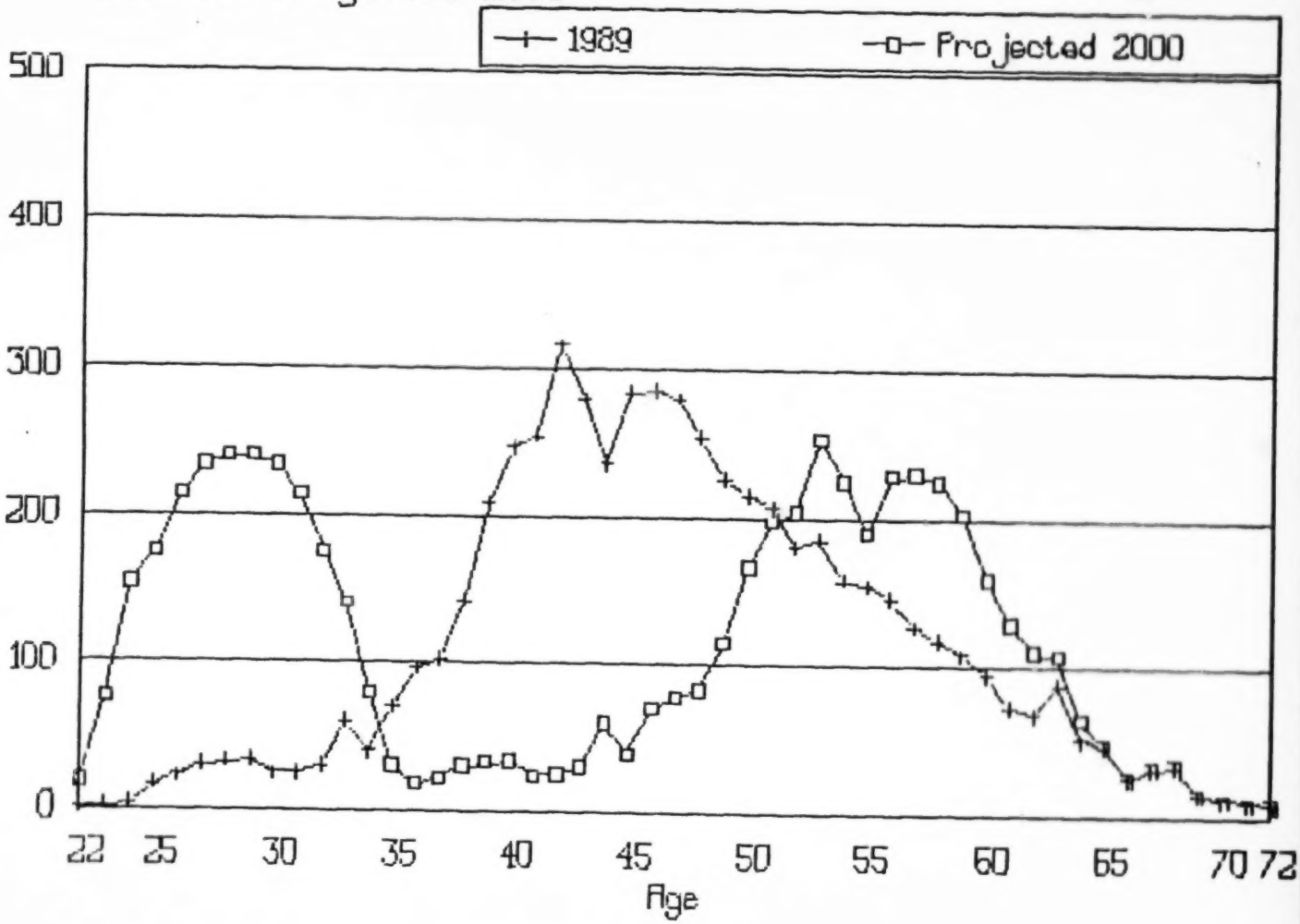


14. As with elementary teachers, the age cohort 26-46 (1978) showed little change by 1989.

Graph 21

Number of Chicago High School Teachers

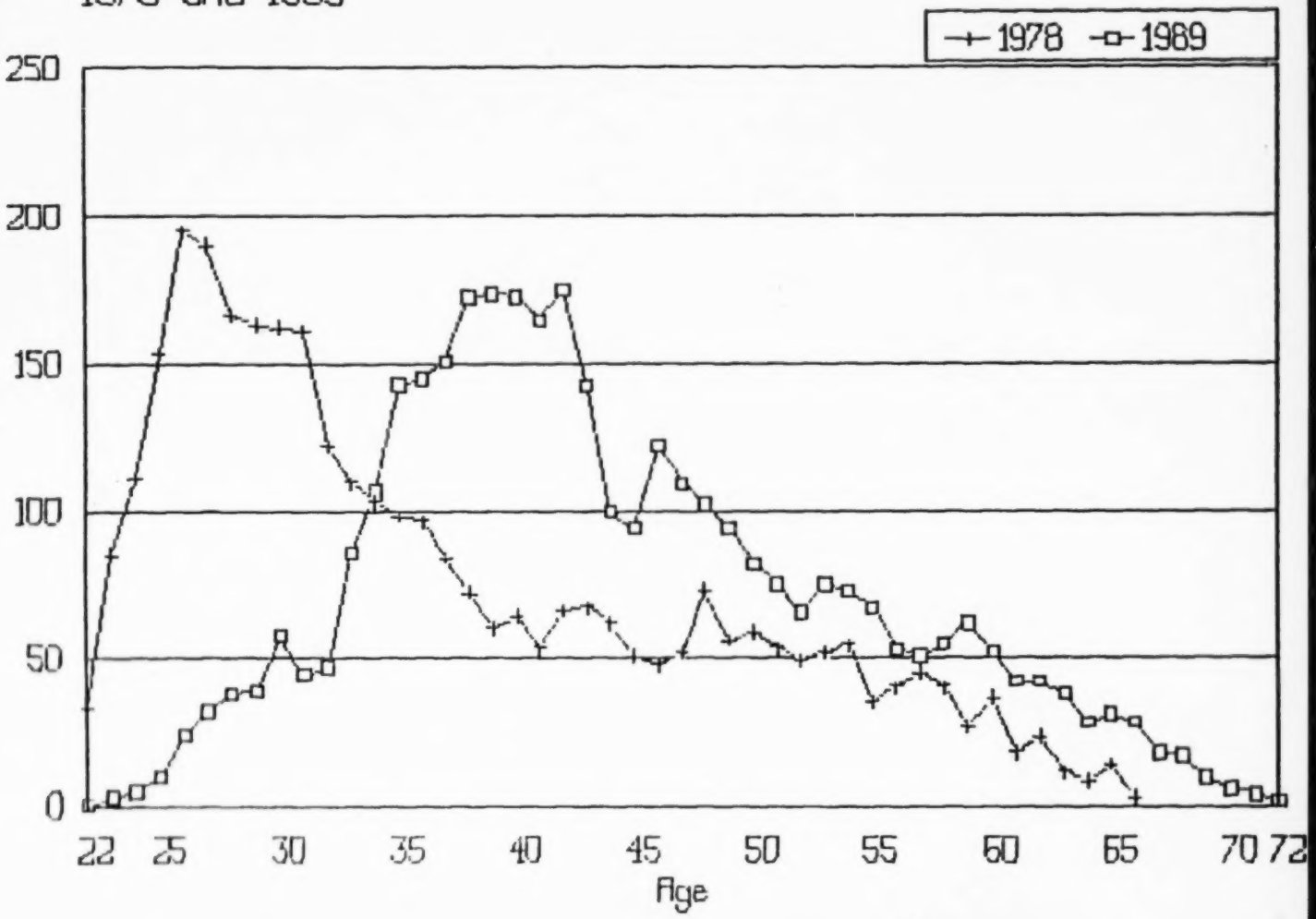
1989 and Projected 2000



15. By the year 2000, substantial numbers of younger teachers will have entered the Chicago high school teaching force -- and this will continue into the the first 6-8 years of the 2000's. The median age of these high school teachers will have peaked at about 49 and will decline in subsequent years.

Graph 22 Number of Chicago Special Ed. Teachers

1978 and 1989

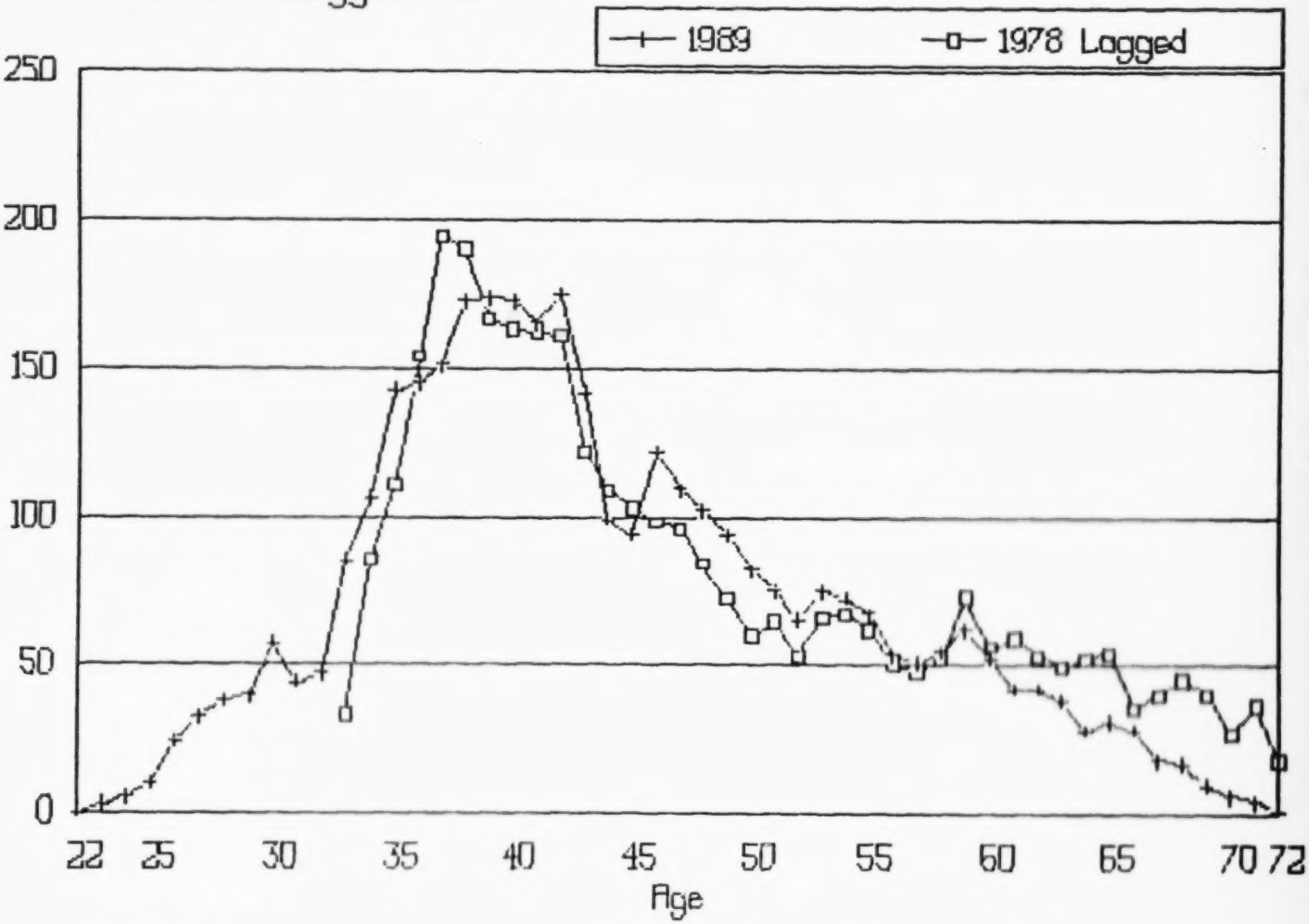


16. The number of Chicago special education teachers increased by 197 (5.9%) from 1978 to 1989. The average age increased from 34 to 42.

Graph 23

Number of Chicago Special Ed. Teachers

With 1978 Logged +11

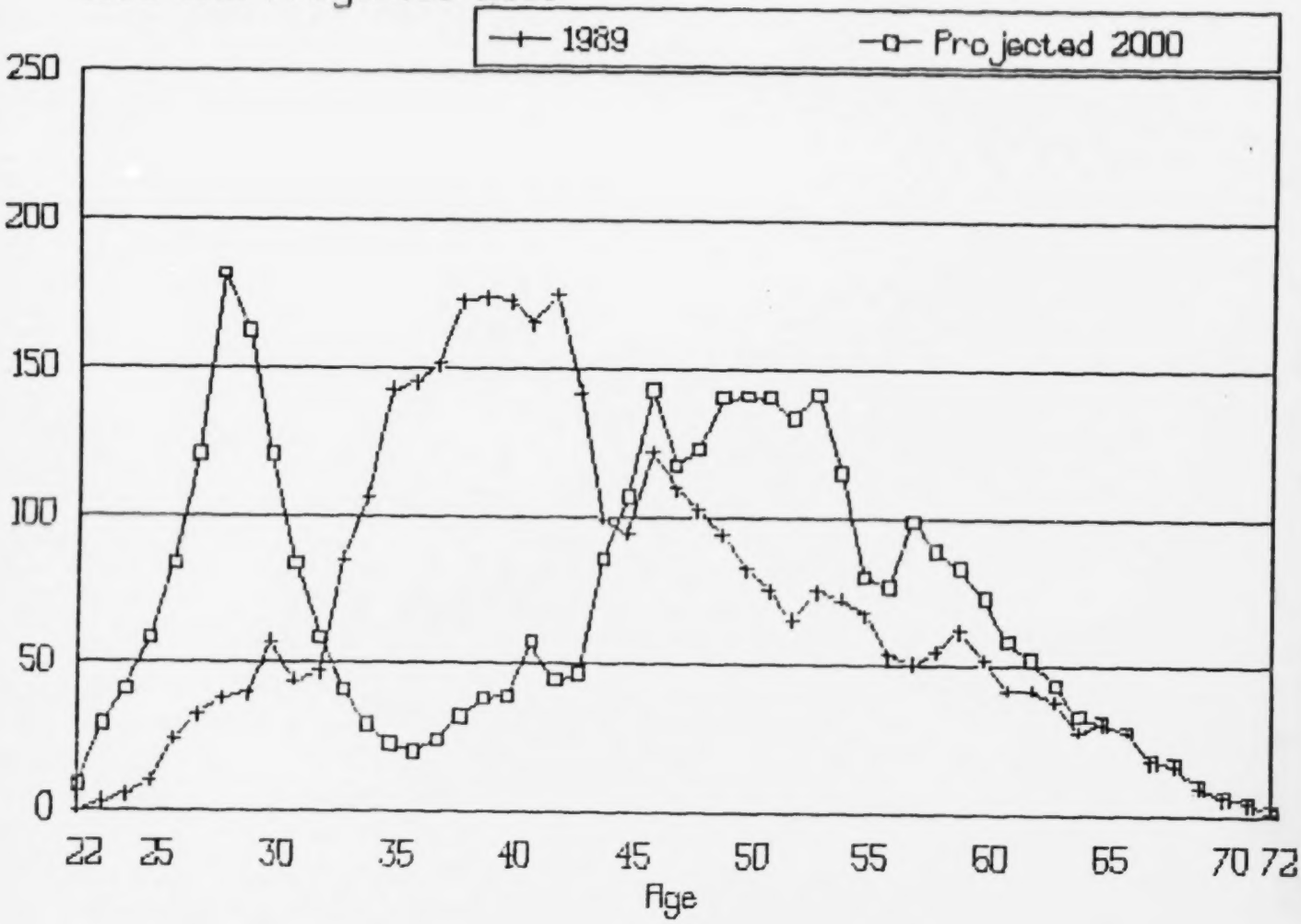


17. With few exceptions, the number of Chicago special education teachers in 1978 age cohorts under 48 increased by 1989. Over that age, attrition due to aging into the retirement years appears evident.

Graph 24

Number of Chicago Special Ed. Teachers

1989 and Projected 2000

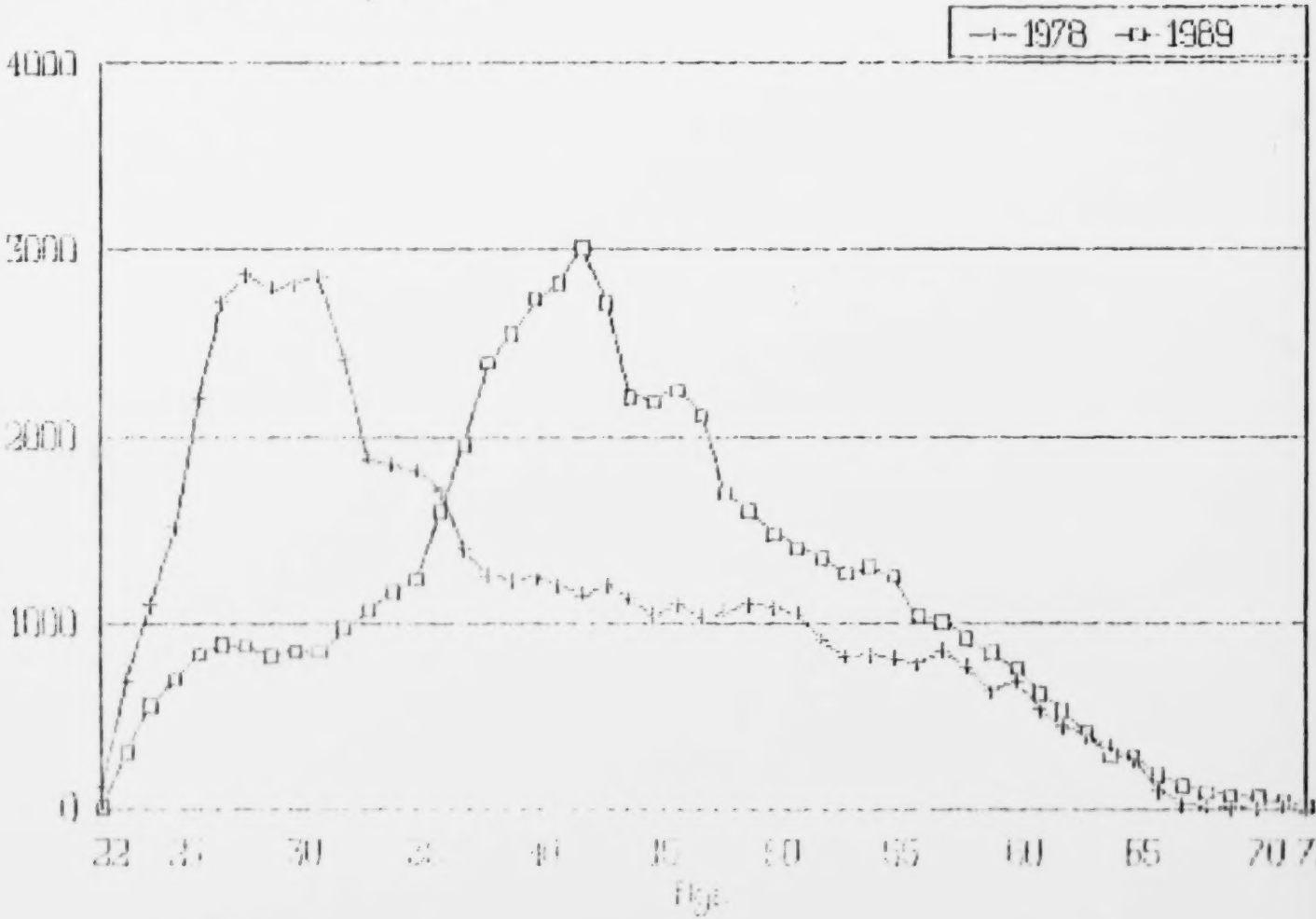


18. By 2000, the number of Chicago special education teachers age 30 or younger will have increased substantially as new teachers are recruited during the 1990's. In 2000, % will be age 30 or younger.

Graph 25

Number of Elementary Teachers

1978 and 1989, State

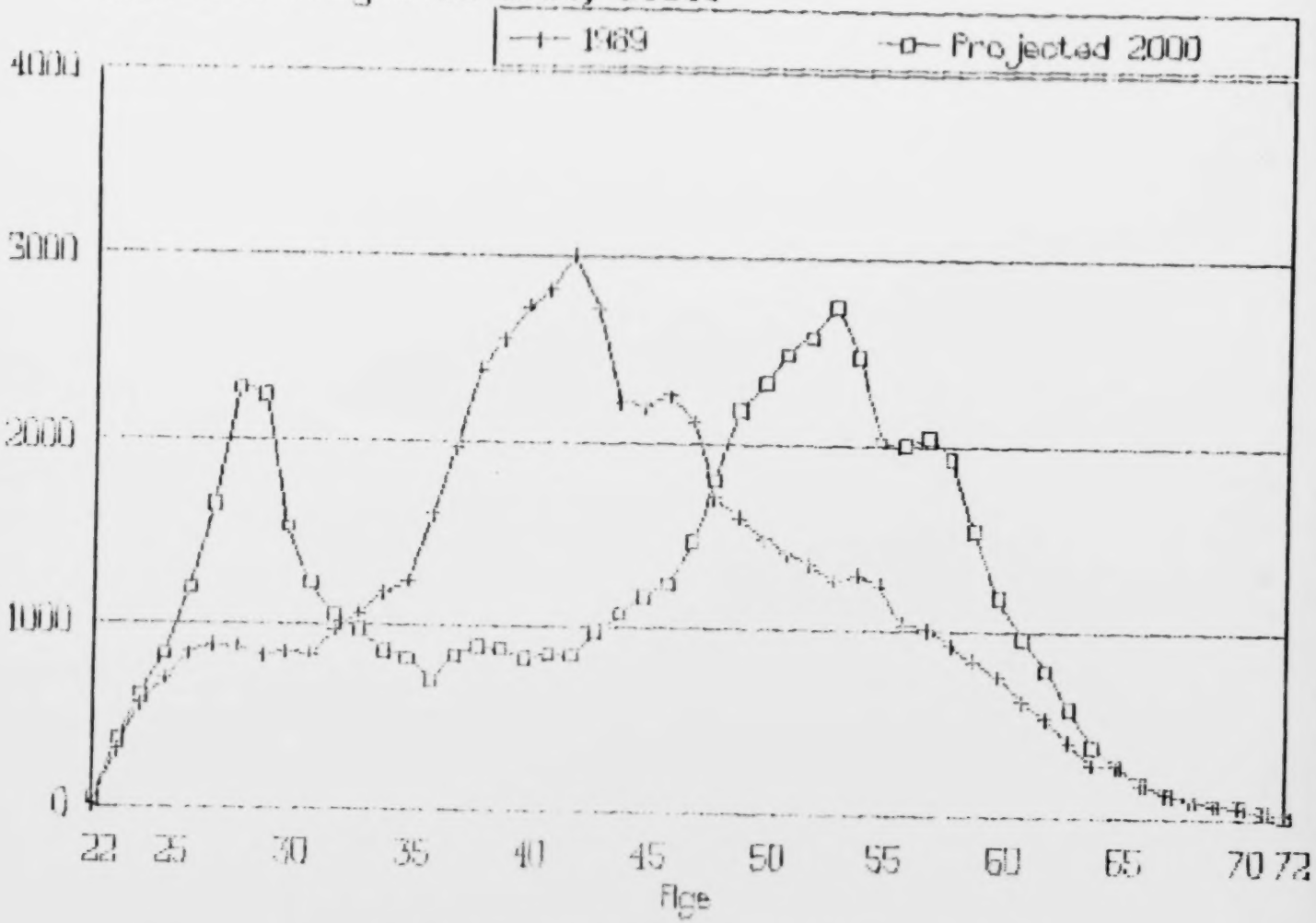


19. Statewide, elementary teachers median age increased by more than 7 years from 1978 to 1989 (35 to 42 -- downstate; 37 to 35 -- Chicago).

Graph 26

Number of Elementary Teachers

1989 and Projected 2000, State

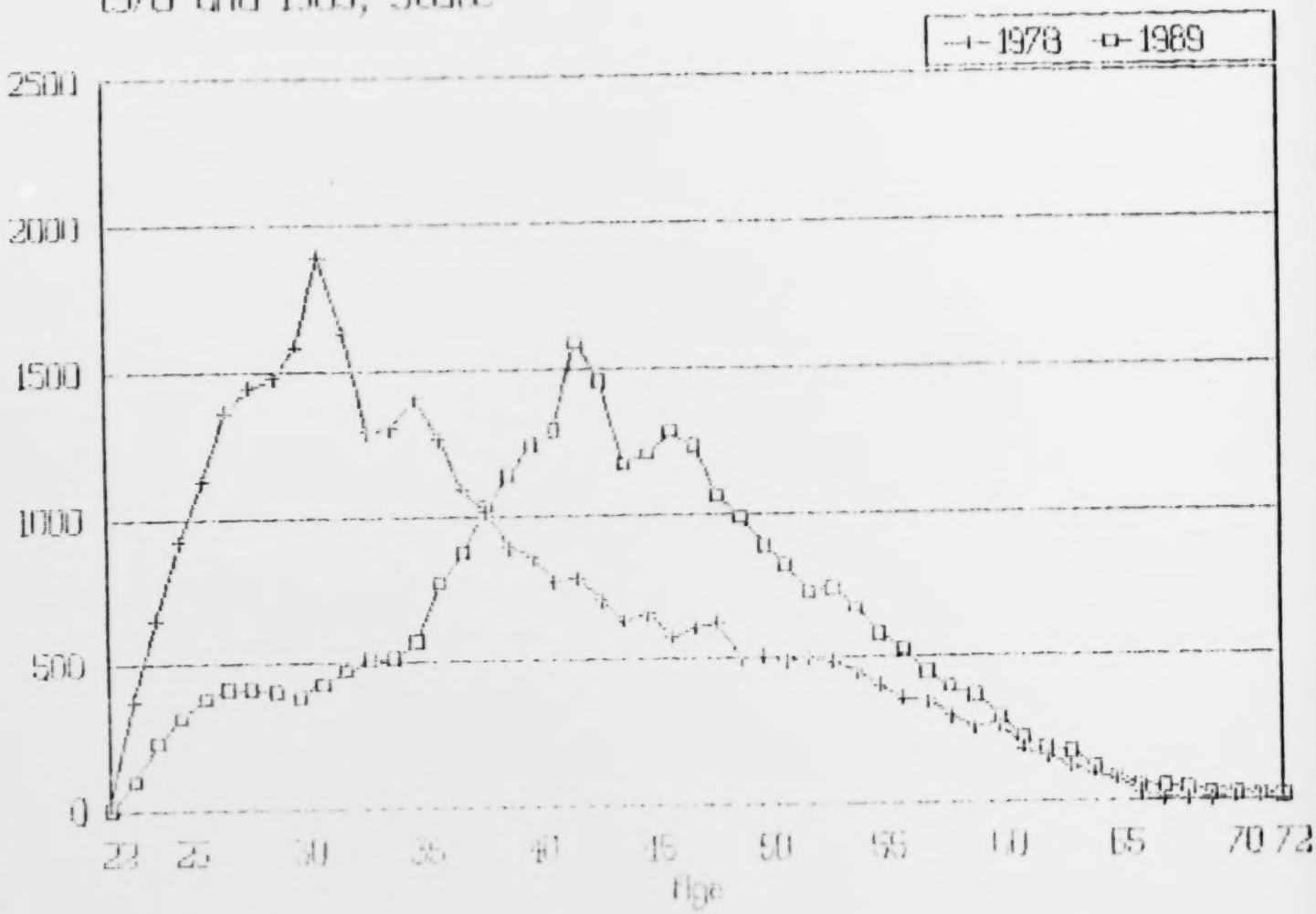


20. Statewide, there will be more younger (age 30 or less) and more older (age 50 or more) elementary teachers in 2000. The median age will have increased to 48 -- its probably peak.

Graph 27

Number of High School Teachers

1978 and 1989, State

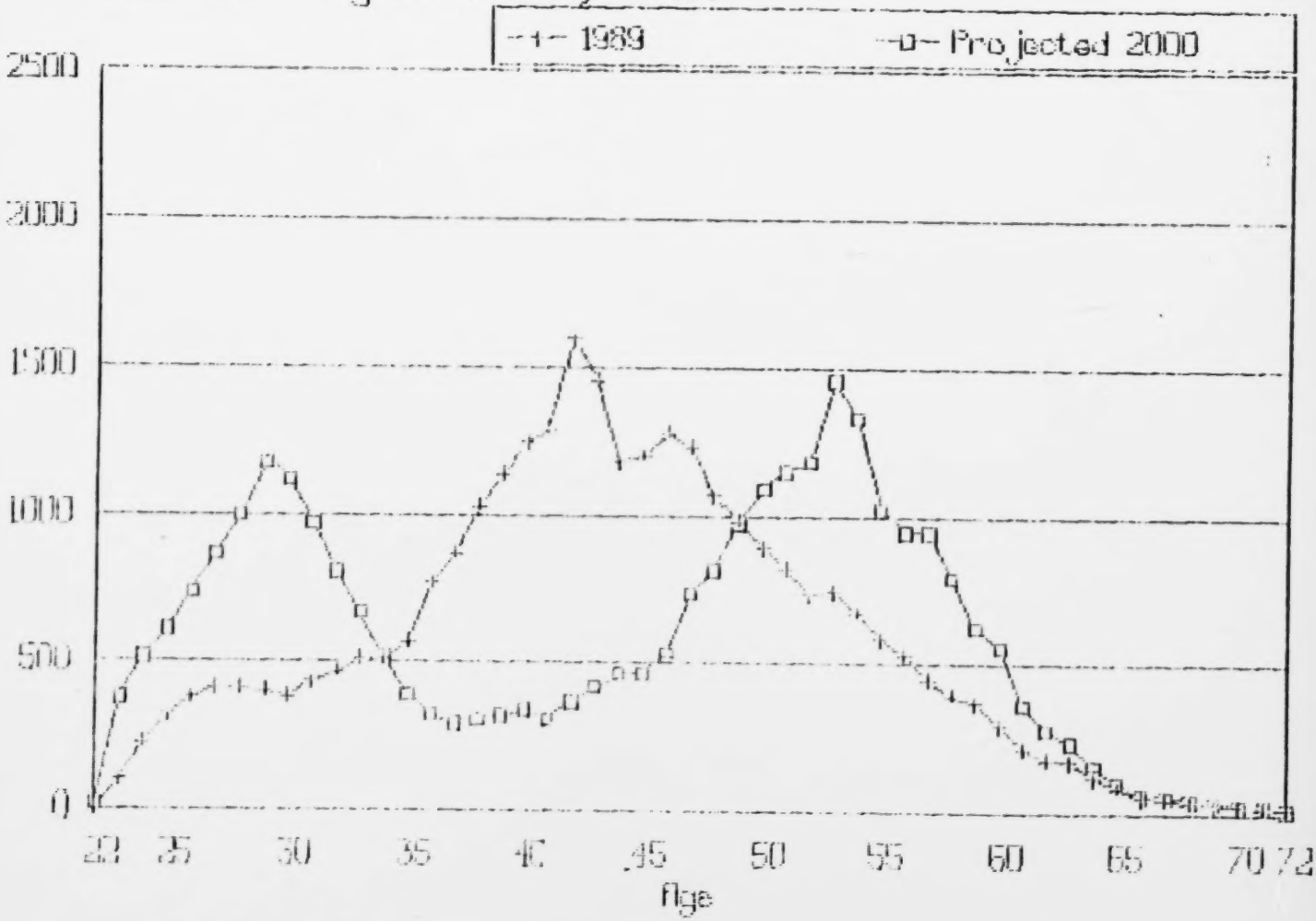


21. Statewide, the median age of high school teachers increased by about 8 years (35 to 43 -- downstate; 38 to 47 -- Chicago) from 1978 to 1989.

Graph 28

Number of High School Teachers

1989 and Projected 2000, State

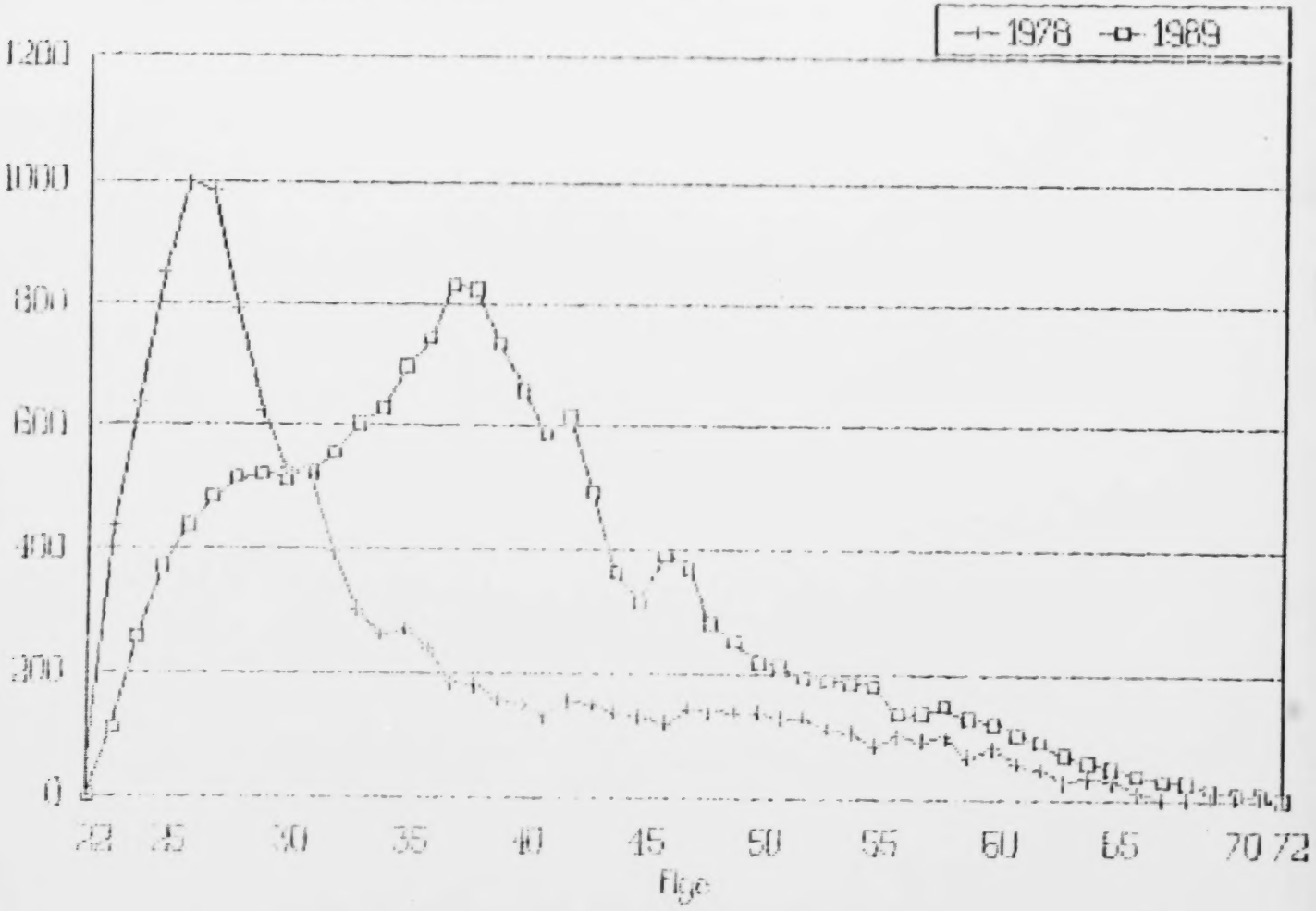


22. Statewide, in 2000, there will be more younger as well as more older high school teachers. The average (median) age will have increased to 47 -- the highest it is expected to be before declining in subsequent years.

Graph 29

Number of Special Education Teachers

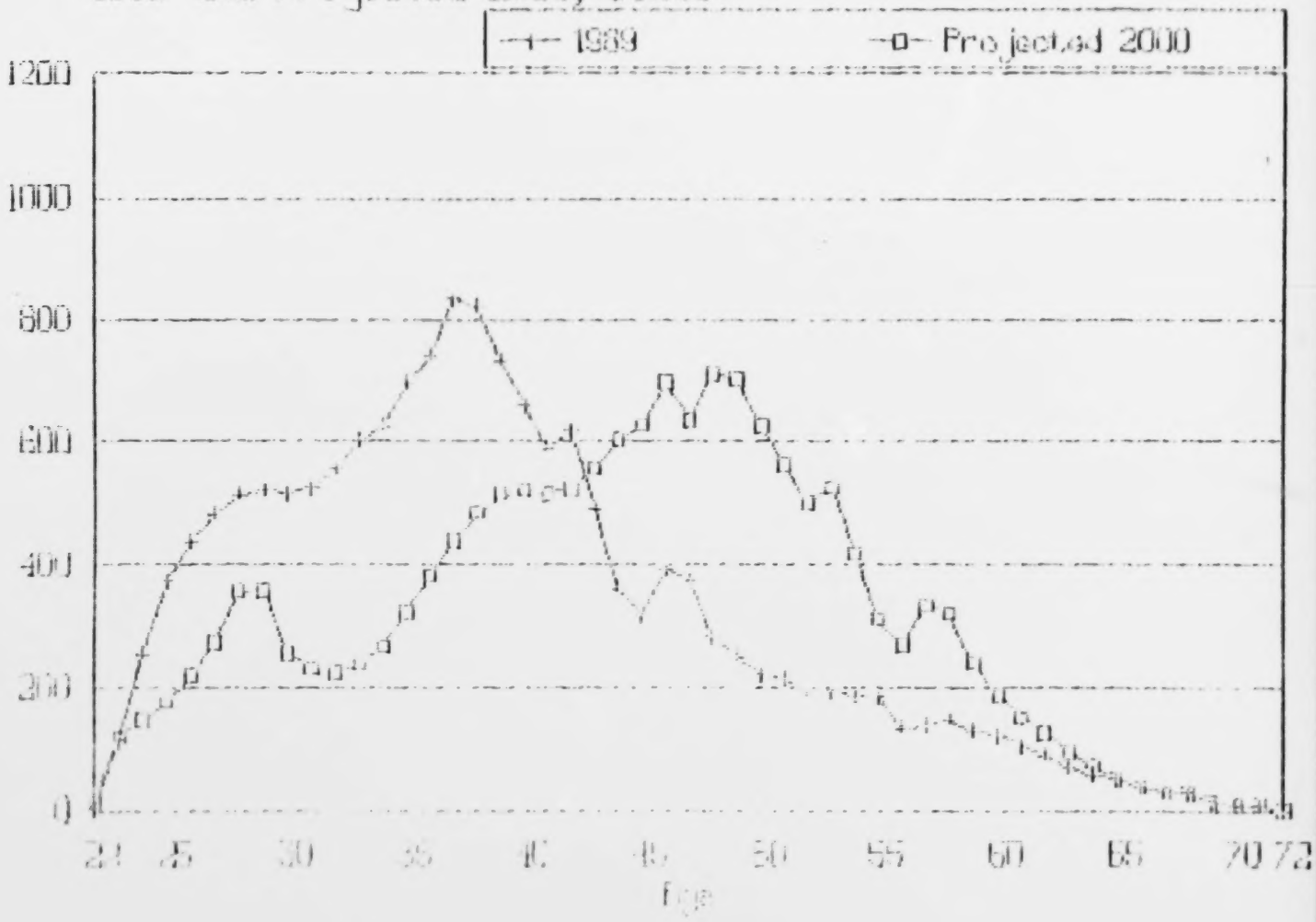
1978 and 1989, State



23. The median age of special education teachers statewide increased by about 8 years (downstate -- 29 to 37; Chicago -- 34 to 42) from 1987 to 1989.

Graph 30 Number of Special Education Teachers

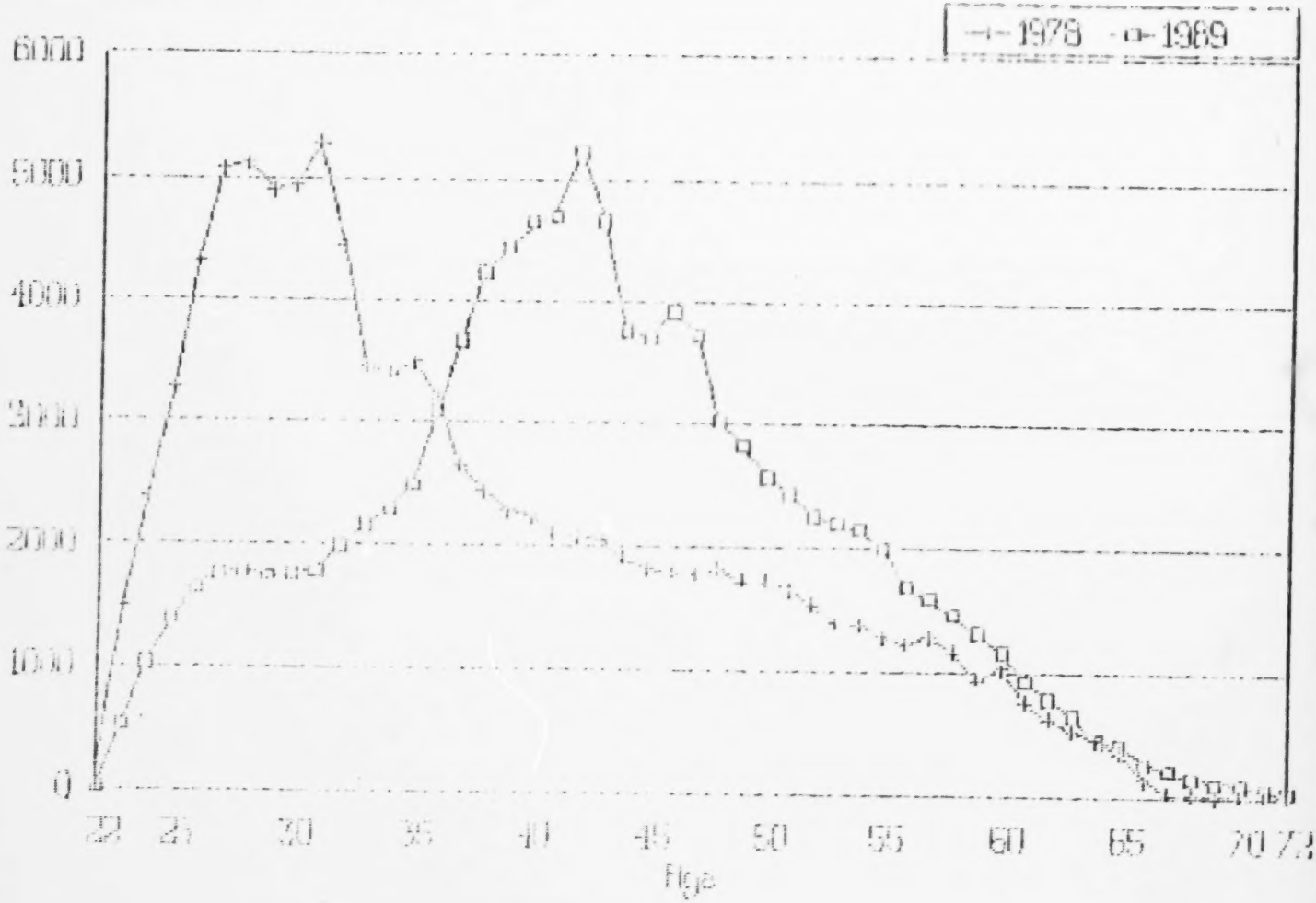
1989 and Projected 2000, State



24. By 2000, the median age of special education teachers statewide will be about 44 -- still below the peak it will reach in the early 2000's.

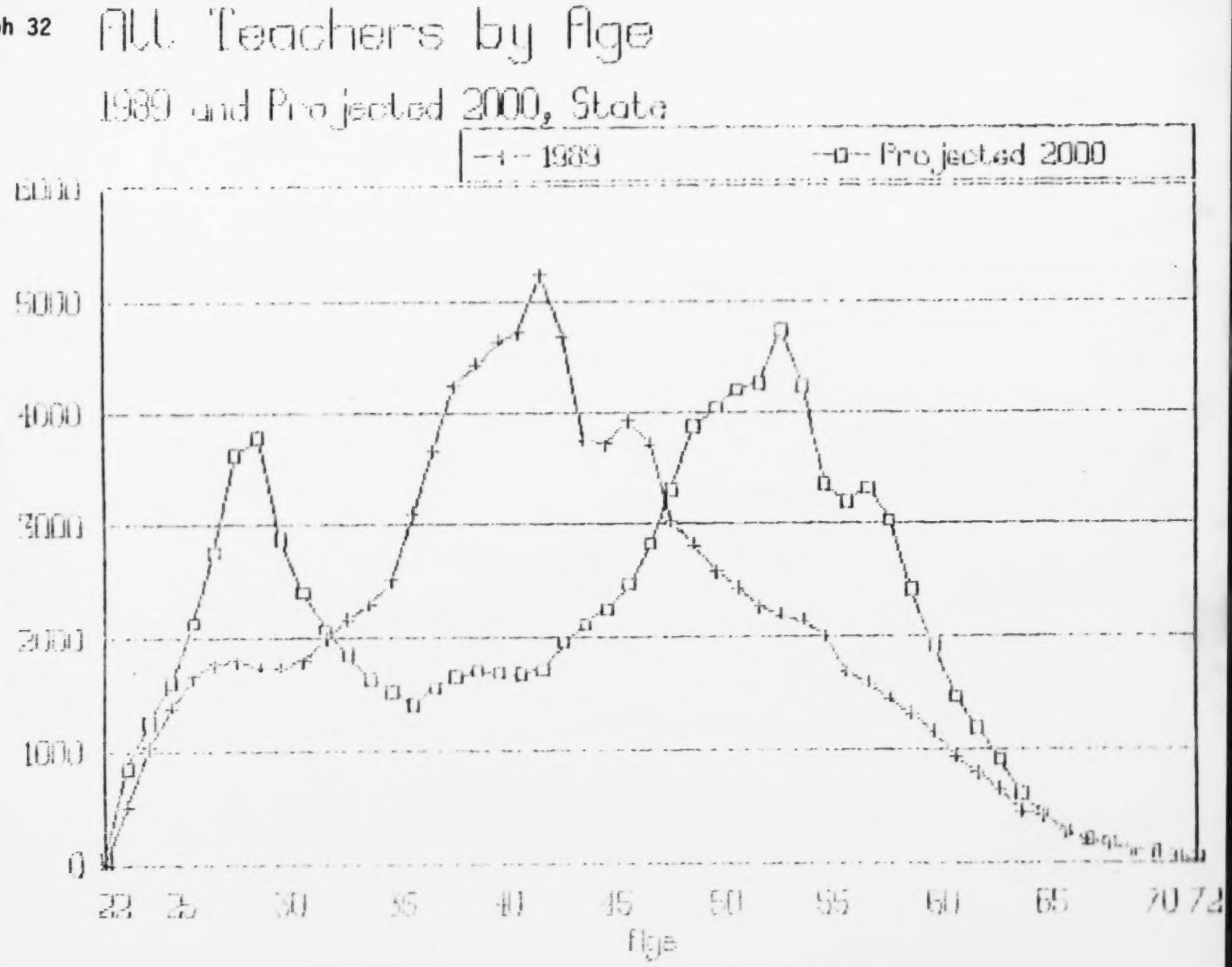
Graph 31 All Teachers by Age

1978 and 1989, State



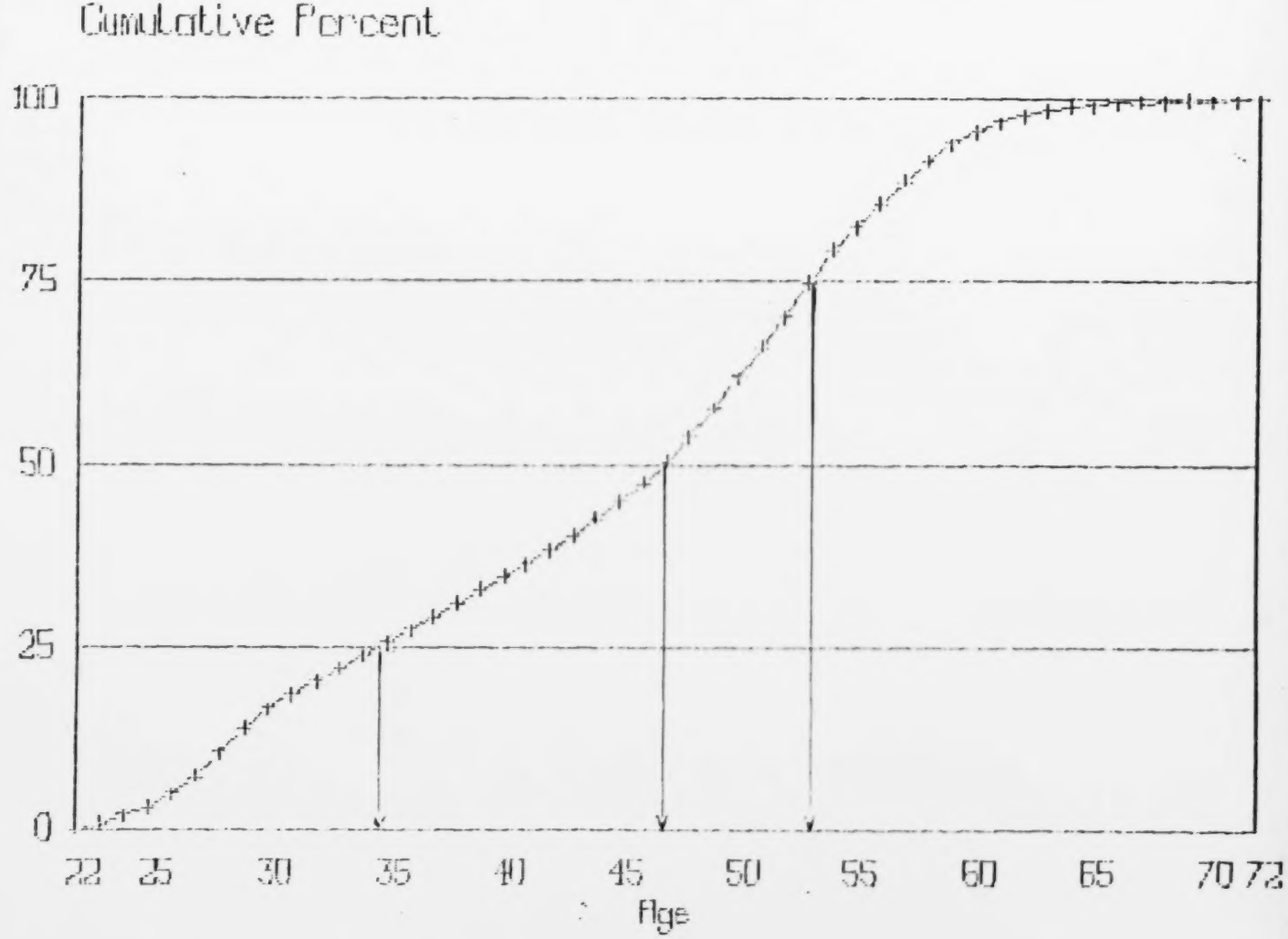
25. For all teachers statewide, the average (median) age increased by nearly 8 years from 1978 to 1989. The median age today is about 43.

Graph 32



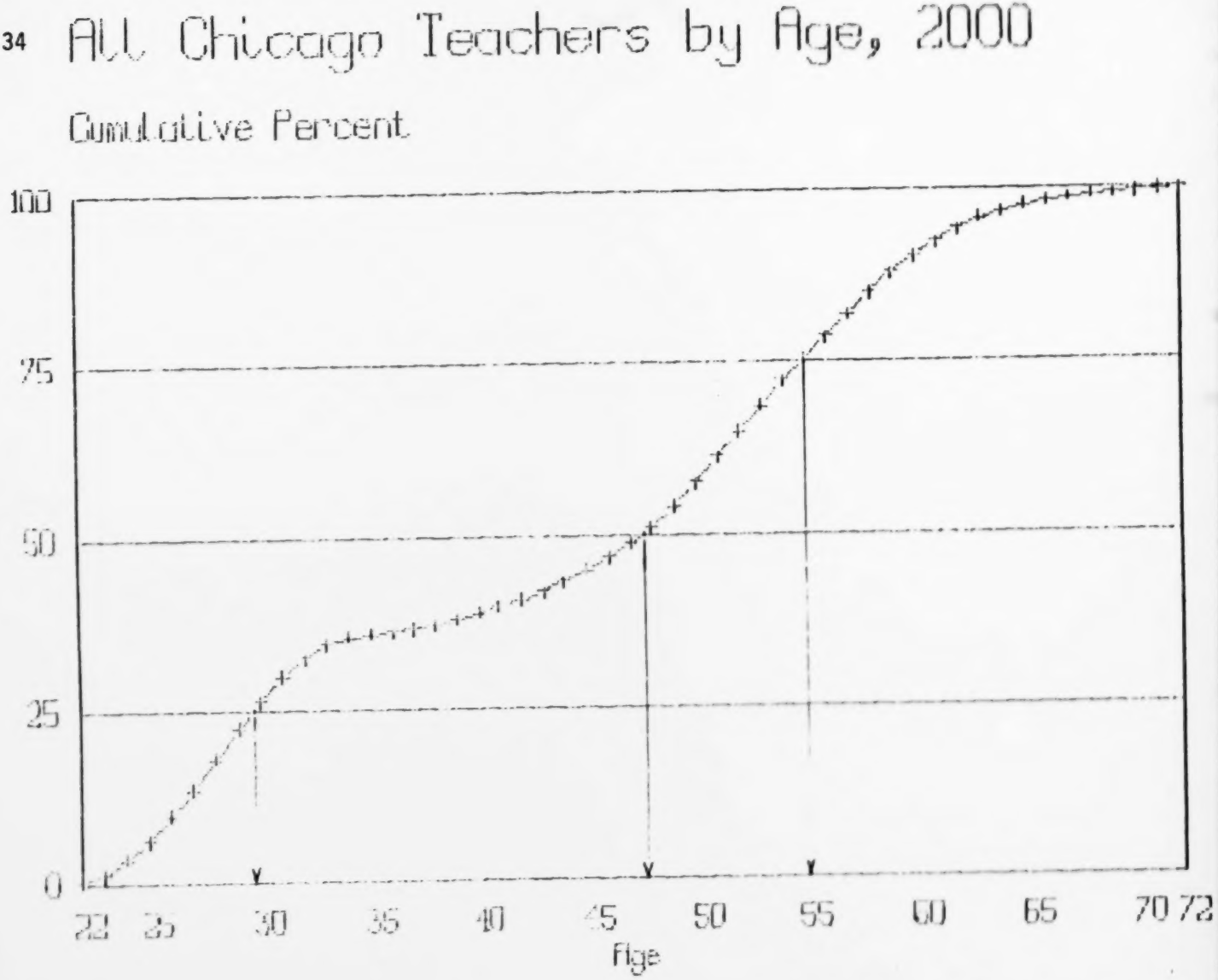
26. By 2000, the median age of all Illinois teachers will be 47 -- 4 years greater than at present.

Graph 33 All Downstate Teachers by Age, 2000



27. By 2000, half of the downstate teachers will be between the ages of 34 and 53; one quarter will be younger than 35.

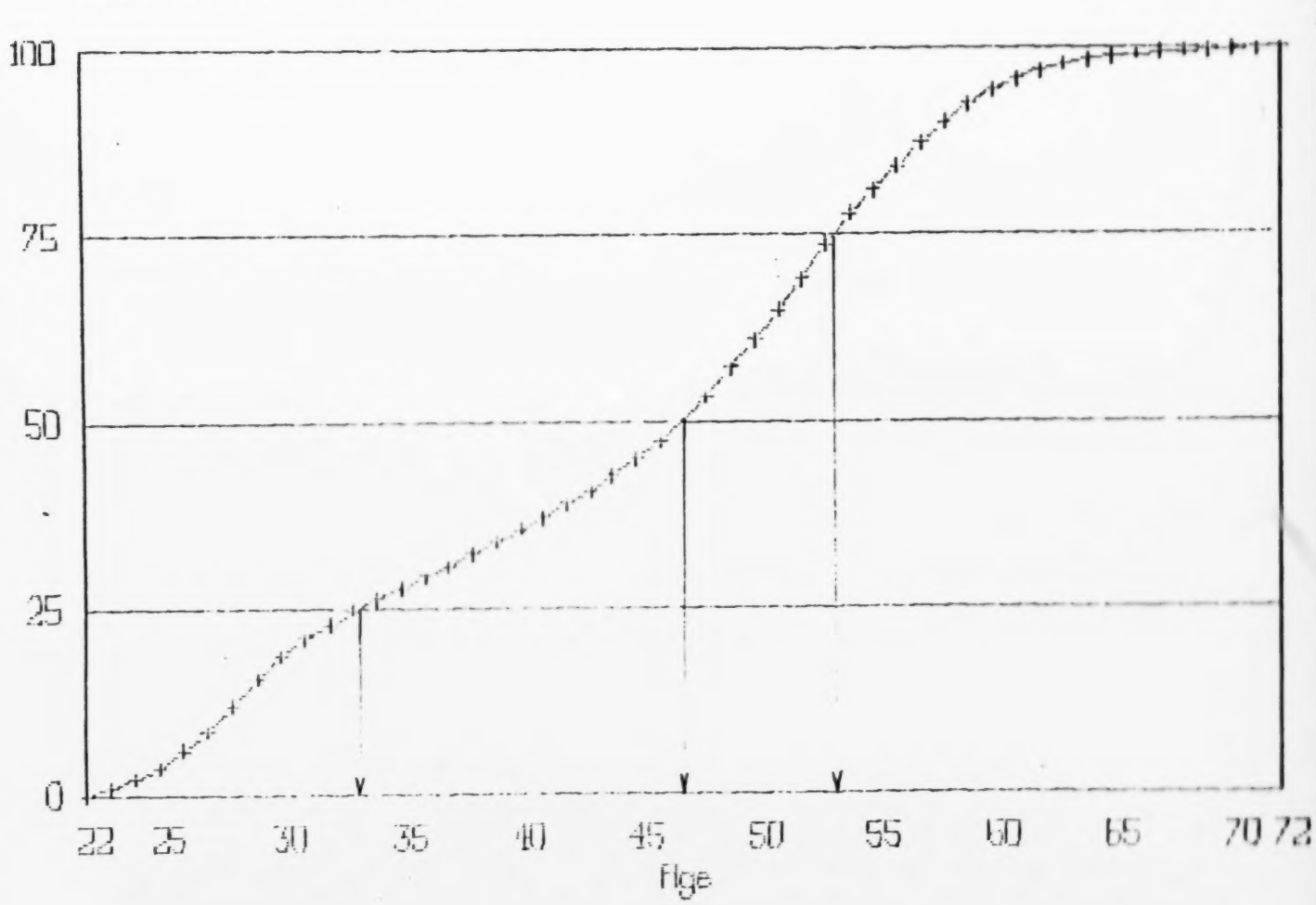
Graph 34 All Chicago Teachers by Age, 2000



28. There will be a larger proportion of younger teachers in Chicago schools in 2000 than at present. One in 4 will be younger than 30; however, one in 4 will also be 55 or older.

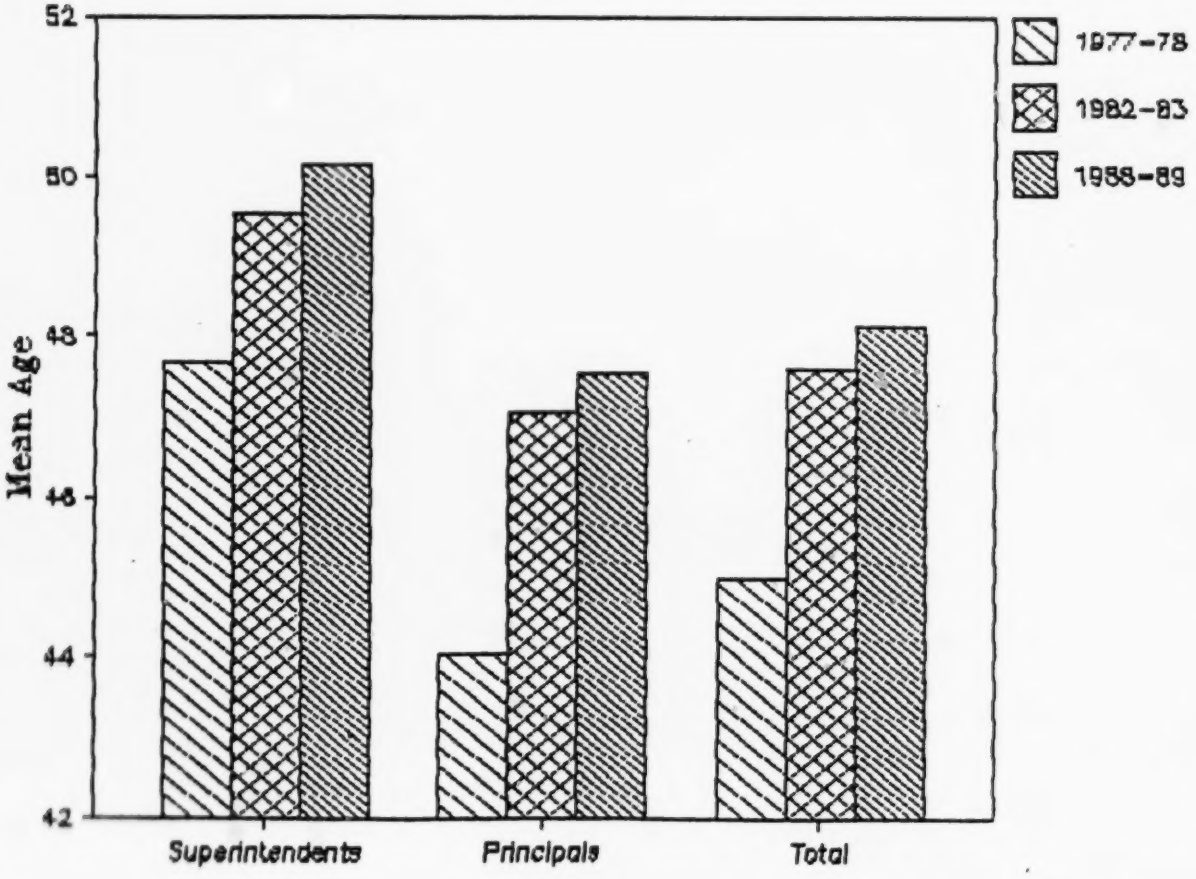
Graph 35

All Illinois Teachers by Age, 2000

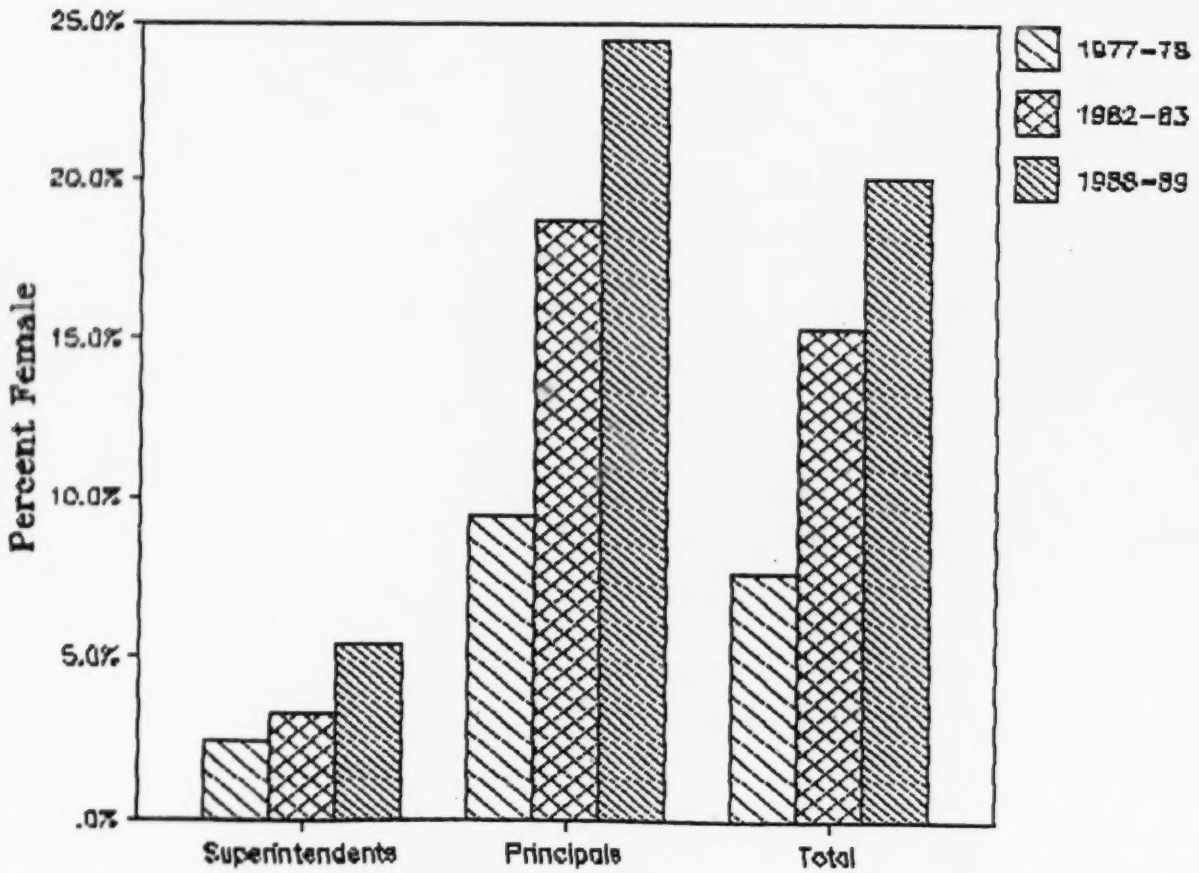


29. For the state as a whole in 2000, half of the teachers will be younger than 47, with one quarter 33 or younger. One in ten will be 58 or older.

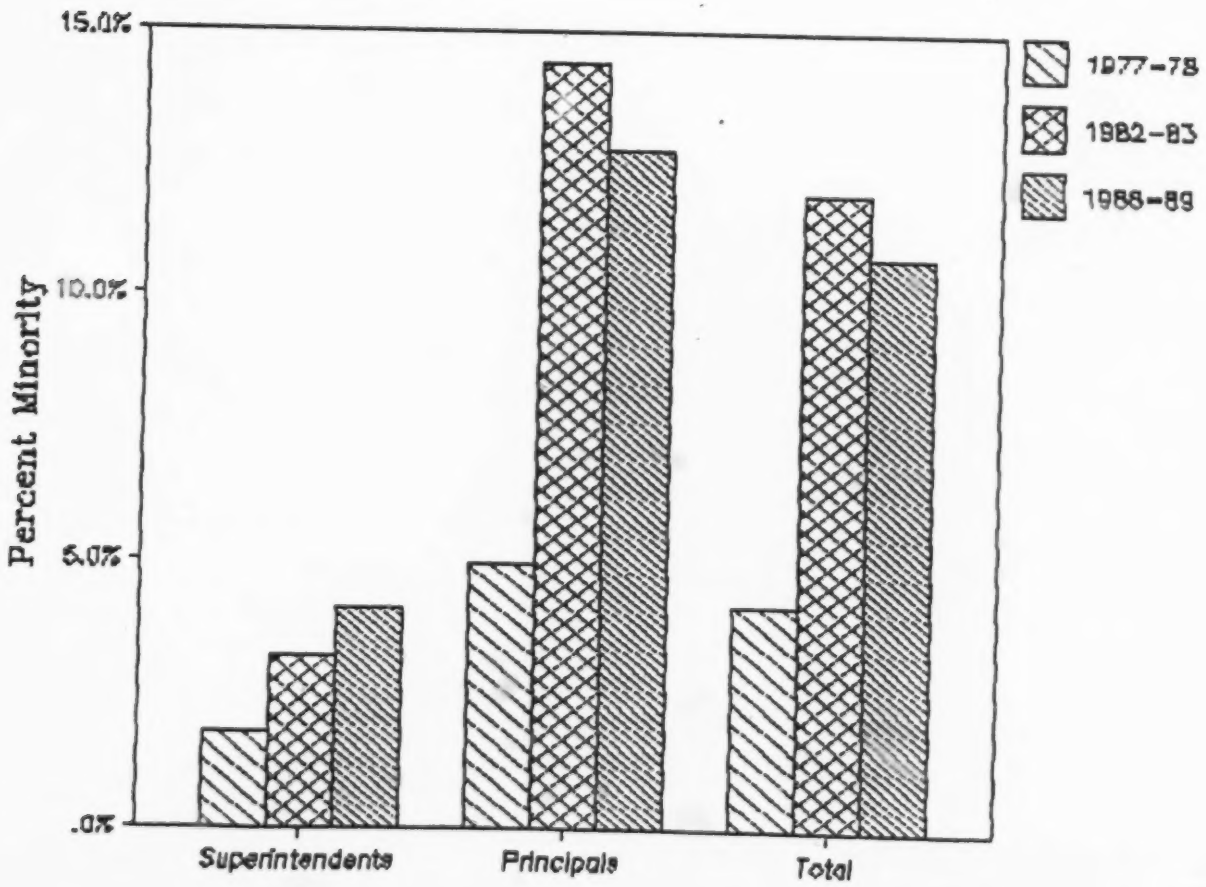
Graph 36. Mean Age of Public School Administrators



Graph 37. Female Representation Among School Administrators



Graph 38. Minority Representation Among School Administrators



Graph 39. Mean Retirement Age of School Administrators